

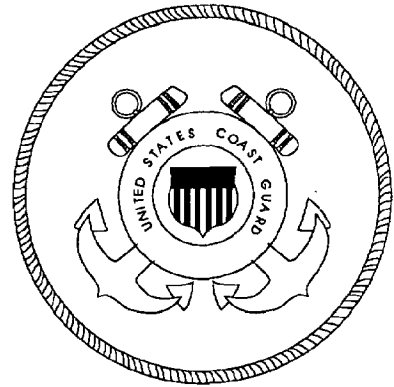
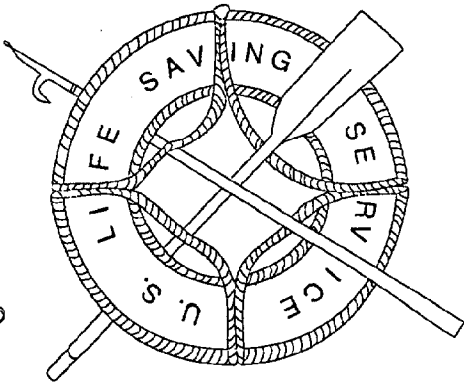
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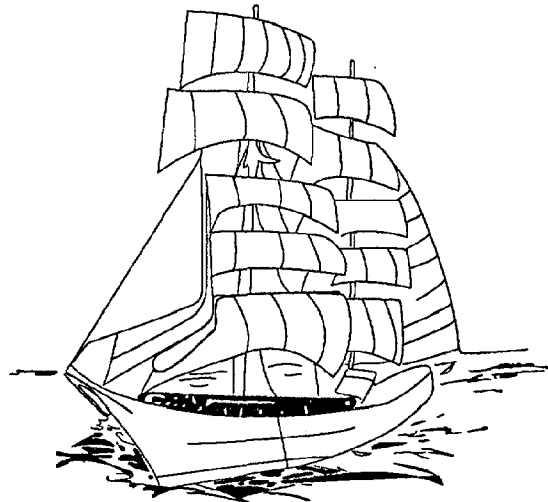
# COAST GUARD MUSEUM

FOR THE

## CITY OF TWO RIVERS, WISCONSIN



COASTAL ZONE  
INFORMATION CENTER



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September 1989

Technical assistance for the preparation of this report has been provided through the Wisconsin Coastal Management Program, Department of Administration, under the Coastal Zone Management Act of 1972, as amended, administered by the Office of Ocean and Coastal Resource Management, National Oceanic and Atmospheric Administration.

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Wisconsin Coastal Zone Management Program

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F548.C62 1989

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Financial assistance for the preparation of this report has been provided through the Wisconsin Coastal Management Program, Department of Administration, through the Coastal Zone Management Act of 1972, as amended, administered by the Office of Ocean and Coastal Resource Management, National Oceanic and Atmospheric Administration.

## COAST GUARD MUSEUM FEASIBILITY STUDY

### INTRODUCTION

The City of Two Rivers, in recent years a manufacturing community, has begun to rediscover its maritime past. This shift includes the growing emphasis on sport fishing and the growth of the Rogers Street Fishing Village. Since the manufacturing sector in Two Rivers weakened in the early 1980's, the City has become more aware of tourism as an economic base. Two Rivers, being on the Lake Michigan shoreline, certainly has tourist potential.

The interest of the City of Two Rivers in tourism, combined with the fact that the City of Two Rivers has "furnished more men than any other lake city to the Coast Guard Service" (reported in the August 1928 "Two Rivers Reporter") led up to this study. Historically, life saving stations (the forerunners of the Coast Guard stations) were very important locally. Such was the case with the Two Rivers station. Therefore, it makes sense that the combined desire to open a museum and the importance of the Coast Guard in Two Rivers would lead to a study assessing the possibility of opening a Coast Guard Museum in Two Rivers. Funding assistance for this study from the Wisconsin Coastal Management Program made it possible for the City to undertake it.

#### A. Coast Guard/Coast Guard Auxiliary Participation

1. Coast Guard Participation: The U.S. Coast Guard has only one "official" Coast Guard museum, in Connecticut. This museum has very limited space and no room for expansion, but received 98,000 visitors in 1988, proving that interest in the Coast Guard exists. However, there are several local Coast Guard museums, especially in old, no longer used Coast Guard Stations. These museums are not officially affiliated with the U.S. Coast Guard. The attached letter shows that the U.S. Coast Guard has encouraged the opening of a museum in Two Rivers, and would support such a museum (Attachment 1).
  - a. Technical Assistance: The U.S. Coast Guard would be willing to provide technical assistance with the museum. This would include setting up displays, advising on restoring and maintaining artifacts, and providing factual historical information about artifacts.
  - b. Coast Guard Artifacts: The U.S. Coast Guard Museum in Connecticut is given the first chance to claim and display any Coast Guard artifact which is decommissioned, donated, or discovered. However, this museum is small, so a number of

items are not claimed by the museum. The remainder of the artifacts are handled by the Community Relations division of the Coast Guard. A list of such items is attached. The Coast Guard is eager to clear these items out to be displayed in museums, and museums looking for a particular type of artifact would be notified that one is on hand. Should the museum want to display the artifact, a "long term license agreement" is set up. Such an agreement is a 25 year loan contract whereby the museum can display the items for that number of years. The Coast Guard would probably never want most of the artifacts back, but in case it would want something back, it gives the museum a 5 year recall warning.

Right now the Coast Guard is getting a lot of artifacts from the WWII period. The Community Relations office always has a standing "donations taker" at Coast Guard reunions. Some photos that come in are given to the Coast Guard historian and are forwarded to the Community Relations office for restoration. There are lots of miscellaneous items on hand - bells, hatches, buoys; and older small boats are available as well. A sunken wooden lightship is being brought up near Gray's Reef, Michigan, and that would be a possibility for Two Rivers to request.

Aircraft, larger ships, and helicopters have a more complicated procedure for procurement. Jim Ward, Chief of Community Relations, suggests that if Two Rivers hears of a ship that is being decommissioned, that the City turn to its Congressional delegation and ask for them to authorize the Coast Guard to give them the item plus funding for the transport costs. This saves a lot of paperwork and red tape. Coast Guard artifacts are available from the Great Lakes.

- c. Funding Assistance: The Coast Guard does not plan to contribute funds for the opening or operation of a museum in Two Rivers. There are so many little Coast Guard museums that the Coast Guard feels that if it helped to fund one, it would have to help fund them all. However, a Two Rivers Coast Guard museum may be able to receive funding from the Coast Guard if this were to be mandated by the U.S. Congress.
  - d. Other Assistance: Another resource for soliciting donations of time, funds, and artifacts would be to include an article in the magazine for Coast Guard retirees, the Reservist Magazine, 202/267-1025 (Tony Caso).
2. Coast Guard Auxiliary Participation: The Coast Guard Auxiliary currently has a small area of the Connecticut Coast Guard Museum for displaying its story. As shown in the attached letter, because

the story of the Coast Guard Auxiliary is not often told in museums, the Auxiliary would especially support a Two Rivers museum (Attachment 2).

- a. **Technical Assistance:** The Coast Guard Auxiliary (or simply Auxiliary) would gladly provide assistance in terms of providing history and advice on displays and maintenance. The historian for the Auxiliary is located in Madison and would offer help. Also, the Auxiliary is particularly strong in Green Bay and would probably be willing to help.
- b. **Auxiliary Artifacts:** The Auxiliary now has one historian, and he is the first to make any attempt to organize archives and artifacts of the Auxiliary. He is beginning work on organizing and centralizing the archives of the Auxiliary. However, the artifacts are not at all organized and are scattered. To help a museum in Two Rivers, he said he could watch for archives and photographs that might relate to the museum. In the Coast Guard Auxiliary, individual members own equipment, rather than the Auxiliary owning the equipment. Therefore, the best way to obtain artifacts from the Auxiliary would be to solicit donations from members or former members, because such people are fairly likely to still own and have equipment from the Auxiliary.
- c. **Funding Assistance:** Funding from the Auxiliary would be unlikely, but not impossible.
- d. **Other Assistance:** As mentioned above, the best way to obtain artifacts for the Auxiliary would be to solicit donations through magazines and publications. The Coast Guard Auxiliary has a magazine (the "Navigator") which is quarterly. While they cannot release the mailing list, an article about the museum effort in Two Rivers would be a possible way to solicit donations. This magazine is mailed to all members of the Coast Guard Auxiliary.

There are also publications issued on the local level: the Ninth District Western Region issues "The Currents" on a sporadic basis, and the Auxiliary division that covers Fond du Lac, Neenah, Green Bay, Two Rivers, Algoma and Sheboygan also has a publication.

## B. Survey of Nautical Museums

1. A survey was mailed to 130 nautical/maritime museums in the U.S., 86 responses were received (response rate = 66 percent). This survey included questions about attendance; types of displays; operating costs; admission charges; amount of space devoted to displays, offices, parking, and the like; and advertising. The results of the survey are shown on pages 4-9.

### SUMMARY OF MUSEUM SURVEY

#### 1. Attendance

What was the annual attendance at your museum for the following years?

Year	Average	Attendance					
		under 1,000	1,000- 9,999	10,000- 24,999	25,000- 49,999	50,000- 99,999	100,000 plus
1984	191,460	3	10	5	8	13	13
1985	190,860	2	8	7	7	15	14
1986	189,990	2	10	7	9	14	16
1987	191,810	4	12	6	8	15	17
1988	196,130	4	7	12	7	16	19
First year	118,430	4	7	5	4	2	10

Approximately what percentage of your attendance occurs between June and September? (use an average, or last year's attendance, or a year of what you feel represents usual attendance)

3 0-25 percent      20 26-50 percent      15 51-75 percent  
20 76-100 percent

2. What types of nautical/maritime display(s) does your museum have?  
(Check all that apply)

<u>27</u> Lighthouses	<u>14</u> Freighters
<u>24</u> Shipwrecks	<u>6</u> Locks
<u>30</u> U.S. Navy	<u>32</u> Wars/Battles
<u>18</u> U.S. Marines	<u>24</u> Passenger Vessels
<u>27</u> U.S. Coast Guard	<u>34</u> War Vessels
<u>26</u> Ports/harbors	<u>60</u> Ship models
<u>19</u> Storms/weather	<u>20</u> Fish
<u>12</u> Plants/vegetation	<u>35</u> People
<u>25</u> Ship building companies	<u>34</u> Clothing
<u>64</u> Paintings/Photographs	<u>44</u> Navigation Instruments
<u>22</u> Other (please specify _____)	

3. What percent of the total display area in your museum has a nautical/maritime theme?

6 0-25 percent      12 26-50 percent      9 51-75 percent  
48 76-100 percent

4. What are the museum's annual operating costs?

0 under \$1,000    8 \$1,000 to \$9,999    7 \$10,000 to \$49,999  
3 \$50,000 to \$99,999    7 \$100,000 to \$249,999    25 \$250,000 plus  
\$957,858 Average costs

What are the categories of costs and approximately how much is spent on each category annually?

<u>Category</u>	<u>Average Costs</u>
Electricity	\$17,330
Maintenance	\$19,720
Heat	\$12,690
Wages	\$191,425
Advertising	\$11,030
Other (specify _____)	\$83,930

5. How much do you charge for admission?

<u>Age Group</u>	<u>Free</u>	<u>Admission Charge</u>					<u>Average</u>
		<u>under \$1.00</u>	<u>\$1.00- \$2.99</u>	<u>\$3.00- \$4.99</u>	<u>\$5.00- \$7.49</u>	<u>\$7.50 &amp; up</u>	
Adults	29	3	25	11	6	2	\$2.97
Children	37	15	20	2	1	1	\$1.57
Seniors	36	5	22	8	3	2	\$2.83



6. Are there off-season versus peak season admission rates?

3 Yes 62 No

7. Are there member versus non-member admission rates?

35 Yes 31 No  
32 Members Free 3 Other

8. Approximately what percentage of your visitors come from what distance?

22 percent Near (0-20 miles) 32 percent Medium (21-100 miles)  
46 percent Far (over 100 miles)

9. Approximately what percentage of your visitors are in what age group?

<u>Age Group</u>	<u>Percentage</u>
0-12 years	<u>18</u>
13-62 years	<u>62</u>
over 62 years	<u>20</u>

10. How large is the site on which the museum sits?

16 under 1 acre 25 1-9 acres 13 10-49 acres 1 50-99 acres  
5 over 100 acres Average site size = 41 acres

Is there room for expansion at the present site? 47 Yes 23 No  
Do you want or need to expand? 54 Yes 15 No

11. How many on-site parking spaces serve the museum?

29 0-25 spaces 24 26-100 spaces 14 over 100 spaces  
Average number of on-site parking spaces = 132

12. How many off-site parking spaces serve the museum?

44 0-25 spaces 11 26-100 spaces 8 over 100 spaces  
Average number of off-site parking spaces = 152

13. How large is the museum, in square feet?

18 under 5,000 square feet      10 5,000-9,999 square feet  
15 10,000-24,999 square feet      5 25,000-49,999 square feet  
3 50,000-74,999 square feet      8 75,000 plus square feet  
Average size in square feet = 3,697

14. What percentage of the area of the museum is display area?  
What percentage of the area of the museum is for storage?  
What percentage of the area of the museum is a gift shop?  
What percentage of the area of the museum is offices?  
What percentage of the area of the museum is other areas?

Area	Percentage of Museum Area				Average
	0-25%	26-50%	51-75%	76-100%	
Display	4	20	22	23	64%
Storage	60	10	0	0	13.5%
Gift Shop	68	1	0	0	4.2%
Offices	66	1	0	0	8.2%
Other	56	9	3	0	16.9%

15. How far is the museum from a State or Federally numbered highway?

23 located on such a highway      50 not on such a highway  
Miles from highway: 14 under 1 mile      25 1-4 miles      6 5-9 miles  
3 10-19 miles      2 20 miles and over

16. How would you describe the area in which the museum is located?  
(Choose the one that best applies)

11 Residential  
4 Commercial  
2 Industrial  
2 Agricultural  
14 Parks  
4 Governmental  
11 Military  
12 Downtown  
16 Port Area

17. Under what type of ownership is the museum held ? (Choose one)

37 Government  
37 Not for profit  
2 For profit  
0 Other (explain \_\_\_\_\_)

18. How would you describe the governing body of the museum?  
(Choose one)

1 Individual  
9 Private Corporation  
33 Board of Directors  
1 Civic Organization  
7 Military Body  
24 Governmental Agency  
1 Other (explain \_\_\_\_\_)

19. How many staff people does the museum have?

Type	Number of Employees					Average
	0-10	11-25	26-50	51-100	100+	
Permanent	50	16	6	1	2	23
Seasonal	63	4	6	0	2	17
Volunteers	35	14	12	6	6	44

20. How are the museum displays presented to the public?

27 guided tours 48 self-guided tours  
1 other (please specify \_\_\_\_\_)

21. What was the original purpose of the building in which the museum is housed? (Choose the one that best applies)

26 Museum  
7 Governmental  
6 Commercial  
2 Warehouse  
2 Industrial  
6 Residential  
11 Military  
1 Religious  
13 Other (please specify \_\_\_\_\_)

22. What year did the museum open?

1 Before 1900 4 1900-1930 7 1931-1950 9 1951-1960  
22 1961-1970 25 1971-1980 8 1981-present

23. What type of advertising has the museum done and what type is the most effective? (Check all that apply) How much was spent on these types of advertising last year?

Advertising Type	Use	Do Not Use	Free	Cost of Advertising			
				\$ .01- \$999	\$1,000- \$9,999	\$10,000- \$49,999	\$50,000 +
Television	22	50	15	0	1	1	1
Radio	31	41	17	2	4	0	1
Newspaper	46	26	25	3	9	1	1
Magazine	39	33	21	1	8	3	1
Local Brochure	60	12	13	15	19	3	1

24. Do you hold a festival or other annual event? 42 Yes 30 No

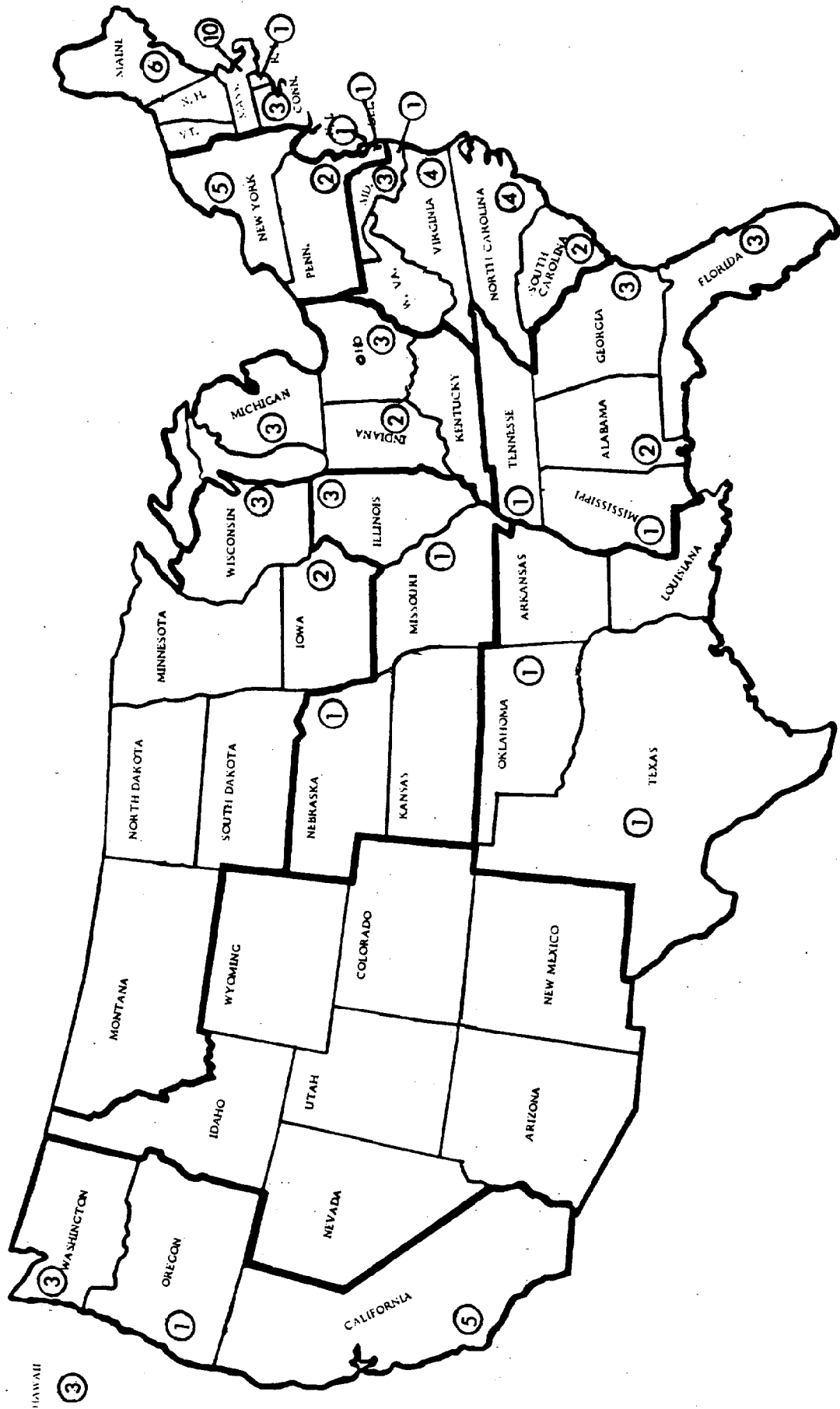
25. Do you receive donations from any foundations or organizations?  
50 Yes 25 No

26. If you could add an element to the museum, what would it be?

4 Parking 5 Climate Control/HVAC 2 Handicap Accessibility  
5 Storage 2 Children's Programs 4 More Endowments  
7 More Buildings 18 Exhibit Space 5 Lecture Hall  
1 Benches 1 Intercom 4 Restroom 9 Specific Exhibit  
5 Other Additions

2. Results. The results of these surveys, particularly the responses from museums in the Midwest, will be used later in this report to provide space and parking requirement estimates. It is interesting to note that one-third of the responding museums receive 76 to 100 percent of their attendance in the traditional summer months, and over 60 percent of the responding museums report that 76 to 100 percent of their displays are maritime. Most of the maritime museums surveyed are located on the east coast, although some were located in the Midwest and in the West. A map showing the approximate locations of survey respondents is on page 10.
3. Additional Survey Summaries. Attachment 3 is a number of summaries of survey responses of various sub-groups. The first group of surveys are responses from nautical museums in the Midwest (Michigan, Wisconsin, Ohio, Indiana, Illinois, and Iowa). The second summary reflects responses of museums that received 1988 attendance of over 2,000 people, but under 150,000 people. This "medium" attendance group was separated from the total because the very large (and perhaps the very small) museums skew averages in the total response summary.

# Number of Museum Survey Responses by State



Mid-America Planning Services, Inc. (MAPS)

May 1989

The third summary reflects responses of museums that list displays about the Coast Guard on the survey. This group was looked at separately to see if Coast Guard museums differ in any key way(s) from other maritime museums. The next summary is the responses from museums that are primarily nautical (76-100 percent of displays are nautical). The fifth summary shows responses from museums that charge attendance and received under 150,000 visitors in 1988.

Responding Midwest Museums, compared to all responding museums, are smaller in attendance, operating costs, and site size. The average Midwest museum building, however, is almost twice as large as the average museum nationally. Average admission charges for all age groups are about 40 cents less in the Midwest than in the nation as a whole. In addition, more people visit Midwest museums from nearby locations; whereas nationally more visitors come from over 100 miles away. Average wages are lower in the Midwest than in the nation as a whole. Midwest museums tend to have far fewer parking spaces (both on site and off site) than is true nationally. Finally, while nationally museums average 23 full time permanent employees, in the Midwest museums average only 6 such employees.

"Medium" attendance museums show the areas where very large and very small museums do not skew statistics (and where such museums do not skew the data). Taking out museums over 150,000 and under 2,000 in 1988 attendance causes the 1988 average attendance to fall from 196,130 to 46,863. Similarly average operating costs fall from \$957,858 to \$523,496. Categorically, average operating costs are similar between all museums and medium attendance museums, except average wages are higher in the medium attendance museums. The average building size is much larger for medium attendance museums than for all museums, but site size is very similar. While the average number of volunteers is comparable, all museums have many more permanent and seasonal employees (on the average) than do medium attendance museums.

Twenty-seven responding museums reported a Coast Guard display as one type of exhibit they have. Average attendance at such museums is over 70,000 more than at all responding museums. Museums with Coast Guard displays also have more displays on navigation instruments, shipwrecks, lighthouses, storms/weather, and people than the average, but fewer on ship building companies, and fewer paintings and photographs.

Average operating costs for museums with Coast Guard displays are more than the average for all museums, but admission charges are lower on the average. Average site size and building size are larger

for museums with Coast Guard displays than for all museums. On-site parking is more plentiful at museums with Coast Guard displays than at all museums, but off-site parking is less plentiful. As attendance, operating costs, and size are all higher at museums with Coast Guard displays than at all museums, it is not very surprising that average number of permanent employees is also higher. However, the number of seasonal employees and volunteers is lower at those museums with Coast Guard displays than at all responding museums.

Museums reporting 76-100 percent of their displays as nautical receive slightly fewer visitors annually than all museums. Nautical theme museums tend to have smaller sites than all museums responding, and fewer parking spaces, but a larger museum building. Unlike Midwest museums and medium attendance museums, nautical theme museums average less space devoted to displays than all museums and more space to storage than all museums.

Museums that charge admission, but received fewer than 150,000 visitors in 1988 have average operating costs that are half as much as those for all museums. On-site parking at museums charging admission and under 150,000 in 1988 attendance is much lower than at all museums, but the average amount of off-site parking is comparable. Museums that charge admission and received under 150,000 visitors in 1988 have fewer permanent and seasonal employees than all museums, but more volunteers.

#### C. Displays

1. Possible Displays: The types of displays to be erected in a Two Rivers Coast Guard Museum will depend on three factors. First, the displays will depend on the story or history that the museum is set up to tell. The story that the museum will tell is discussed through four alternatives, below. Second, the displays will depend on the artifacts available through the Coast Guard, Auxiliary, and individuals, and on the cost and funds available for purchased artifacts. A list of the artifacts available is attached (Attachment 4). Finally, the types of display subjects or items that other museums have found to be successful should be reflected to some degree in the Two Rivers museum.

Based on the museum survey, a wide variety of display types are exhibited at nautical museums. Nationally, the most museums said that paintings and photographs are displayed, followed by ship models, navigation instruments, people, clothing, war vessels, wars/battles, and the U.S. Navy. In the Midwest, paintings and photographs were also the most displayed items. After paintings and photographs, Midwest museums display (in descending order)

ship models and passenger vessels, navigation instruments and shipwrecks, and lighthouses and ship building companies. The U.S. Coast Guard is better represented in Midwest museums than is the U.S. Navy, while nationally the opposite is true.

One way of determining the type of display that is a strong attraction for visitors is to review the promotional materials that the museums send out. The museums promote their largest attraction(s) in such a brochure. The top displays mentioned and/or pictured in the museums' promotional materials were actual ships on site, model boats, paintings and photographs, ship engines and navigation instruments, furnishings and replicas of ship's rooms, and media presentations and educational programs. Attached is a list of specific items on display which museums feature in their promotional brochures (Attachment 5).

The pertinent question for the Two Rivers Coast Guard Museum is, "which are better to display: items that other museums have and promote heavily (ships) or items that are rather unusual and promoted less often (such as fish and marine biology)?" Are ships promoted so often because they are common and easy for museums to obtain or because ships are popular with visitors? Are fish and marine biology exhibits promoted less because they are less popular or because availability of specimens is limited? Probably, a combination of factors answer these questions. Ships may be available and common, but they are also popular, particularly if the ship itself is open to the public. Museum displays that allow the visitor to be active, such as a ship's equipment, are growing in popularity. Whether the Coast Guard Museum will display items that are "popular" or those that are more rare will depend on the story that the museum is to tell. A Coast Guard Museum will logically display ships used or rescued by the Coast Guard, but probably will not display fish. Thus, while it is a good idea to display items that are popular and items that are unique, such items should fit in with the theme of the museum.

2. Sources of Displays: As discussed earlier, the U.S. Coast Guard and individuals receiving publications of the U.S. Coast Guard and Auxiliary will be the source of many displays. While it is unlikely that a mailing list or list of retirees could be obtained, the writing of an article in several Coast Guard and Auxiliary magazines would reach the type of people who could make donations. From individuals, the museum may be able to receive small artifacts, especially those relating to the Auxiliary. Lights, navigation instruments, and uniforms are all examples of small artifacts. It is possible that the museum could receive a small or large boat from the U.S. Coast Guard for display, along with buoys, hatches, and lights.



3. Information About Displays: The historians and local units of the U.S. Coast Guard and Auxiliary would be available to provide factual information about displays and to provide information about how to preserve the items being displayed.

#### D. Alternative Museum Types

Based on the idea that museums with different stories and services will attract different people and have different requirements, four alternative museum types are described below.

Alternative 1. The purpose of this museum is to tell the story of the Coast Guard in the Great Lakes and the Great Lakes Coast Guard Auxiliary, particularly these organizations in Two Rivers. This museum will primarily draw visitors from the surrounding area. The museum could be in a building of some historic value. The museum may have free admission (with suggested donations) and therefore free publicity in the form of public service announcements. Parking will be limited because of the location. The museum will have several small artifacts from the Coast Guard and Auxiliary. The building will have a display and storage area, with minimal staff and therefore minimal support space. Guided tours will be available to groups; otherwise, the displays are self-guided. Displays will be permanent. Festivals will be planned with the Rogers Street Museum, and the Rogers Street gift shop will serve the needs of this museum.

Alternative 2. The purpose of this museum is to tell the story of the Coast Guard in the Great Lakes and the National Coast Guard Auxiliary. Its purpose is also to draw visitors into the City, probably the same kind of visitors that go to the Manitowoc Museum. This museum will have several smaller boats on display. It may be located along the lakeshore, with adequate parking. There will be an admission charge. Some promotion will be done, and some annual events will be held. Guided tours and self-guided tours will be available, and some displays will be special temporary displays. Display areas, storage, offices and a gift shop will be part of this museum.

Alternative 3. The purpose of this museum is to tell the story of the Coast Guard in the Great Lakes and the National Coast Guard Auxiliary. Its purpose is also to draw children and Coast Guard veterans into the City, some the same but some different from the people who are visiting the Manitowoc Museum. Some of these people will stay overnight in the Manitowoc - Two Rivers area. This museum will have some boats. It may or may not be located on the lakeshore, and could have ample parking, including space for buses and RVs. There will be an admission charge, and publicity. The fact that Coast Guard and Auxiliary reunions are held there mean

that the museum will enjoy additional repeat attendance and attendance due to word of mouth. There will be a gift shop, a classroom, a snack bar, and an auditorium/theater. This museum will have facilities for audio visual presentations and will hold Coast Guard and Coast Guard Auxiliary Reunions. Guided and self-guided tours will be available. This museum will be particularly set up for children and for veterans. Ideally, this museum will have enough space around the building for picnic grounds and will have an outdoor display area.

Alternative 4. The purpose of this museum is to tell the story of the development of the U.S. Coast Guard nationally, with an emphasis on developments relating to the Great Lakes, and the national story of the Coast Guard Auxiliary. It will have a range of displays, including at least one large boat, such as the wooden lightship being recovered near Gray's Reef. The museum would ideally be located on or near the water, with adequate parking and an outdoor display area. A classroom would be incorporated into the museum, along with a small gift shop. Guided and self-guided tours will be available to visitors. Visibility of the museum will be very good.

#### E. Visitor Volumes

1. Visitor volumes can be projected in a number of ways. The first is to use the available statistics on visitors and estimate how many of the annual visitors to the area will stop at a museum. The statistics used below are from 1986 data and have not been adjusted for increased tourism since then. Therefore, the attendance estimates may be somewhat conservative, although in other projections the larger attendance estimates were used as the basis for the calculation. The second way to estimate visitor volumes is to base the number on comparable museums from the museum survey. Finally, the expected annual attendance at the museum can be compared to the museums closest by - Rogers Street Fishing Village Museum and the Manitowoc Maritime Museum.
2. Alternative 1 museum is similar to the Rogers Street Museum and the smaller museums that responded to the survey. Rogers Street Fishing Village Museum receives from 2,500 to 3,000 visitors annually. The responses from the museum survey indicate that "local" flavor and emphasis nautical museums receive from 1,500 to 5,500 visitors per year.

In November of 1986 the Lakeshore Development Bureau cooperated with the University of Wisconsin Extension to survey visitors to the Manitowoc - Two Rivers area. This survey provides important information on where visitors are from and what they come to the area to see. The July - August total number of visitors was 151,048. Since the Alternative 1 museum would be drawing

primarily local people, one needs to examine the numbers of visitors from nearby areas. According to the study, about 18 percent of the visitors to the area come from the Green Bay Area of Communication Influence, or ACI.

Of the total number of visitors to the area, 15 percent come to the area for cultural reasons (e.g., to visit a museum). Thus of the 151,048 visitors, about 27,000 visit from the immediate area. Of this 27,000, about 4,050 visit museums. Probably not all of these 4,050 people will visit the Coast Guard museum, but it is safe to say that about half would. Therefore, in the months of July and August, an established local flavor Coast Guard museum in Two Rivers could expect to attract 2,025 visitors.

Assuming that the July - August attendance is 60 to 75 percent of the museum's annual number of visitors, the museum could expect an annual attendance of 2,700 to 3,300 people. This number is in line with the annual attendance of the Rogers Street Fishing Village Museum and the local type museums surveyed. In early years, the museum would probably only draw about 1,500 visitors, but as it becomes established could be expected to draw close to 3,000 visitors.

3. The Alternative 2 museum would attract more people than the Alternative 1 museum. This is because the museum would attract more people from a wider geographic area, due to the fact that the story that the museum would tell would be interesting to more than local people. The addition of a large boat and a location on the lakeshore would also attract additional people.

Of the total 151,048 visitors to the area in July and August, about 15 percent come for cultural reasons, as described above. While for the Alternative 2 museum the 151,048 need not be reduced to account for visitors from a limited geographic area, the number does need to be reduced to account for the number of visitors coming for cultural reasons who would visit the Two Rivers museum. After the Coast Guard museum is established, it can be assumed that one third of the "cultural" visitors to the area would visit the museum. Thus, five percent of the 151,048 people, or 7,550 people, would visit the Alternative 2 museum in July and August. Assuming July and August are 60 to 75 percent of the year's attendance, total annual attendance would range from 10,000 visitors to 12,500 visitors.

4. Attendance at the Alternative 3 museum would be higher than at Alternatives 1 or 2. The broad range of services offered at the museum and the scope of the displays would attract additional visitors over the Alternative 2 museum. The visitors this museum would attract would be, in part, over and above the usual visitors to

the area, because of the facilities available for Coast Guard and Auxiliary reunions. Also, with the facilities for classes, the months of July and August would constitute a lower percentage of the year's total attendance in the special categories of reunions and educational classes. Of the 151,048 visitors, about 10 percent would visit the museum in July and August due to the additional services available at the museum (15,000 visitors), accounting for 60 percent of the year's typical museum visitors. With the Alternative 2 museum, only 5 percent of the total were expected to visit the museum. The difference here is that additional publicity adds to the percentage of people that come to the area for all reasons. This results in an annual attendance of "typical" museum goers of 25,000.

Of the 151,048 visitors to the Manitowoc - Two Rivers area in July and August, 1986, 10.5 percent reported the reason for visiting the area as seeing friends or relatives in the area. This means that over 15,800 people visited the area to see friends and relatives in that two month period. The Alternative 3 museum would be attracting some of the people that fit into this category, due to Coast Guard and Auxiliary museums. However, the number to be attracted (since they would be a new group of people) would be over and above the 151,048 from 1986. Due to reunions and classes at the museum, an additional 2,000 people per year will attend the museum, making total annual attendance 27,000.

5. Attendance at the Alternative 4 museum would be the highest of any of the alternative museums. This is because the museum has a large ship to attract people, it has the best displays and exhibits of any of the alternatives, the museum is on the lakefront, the story it tells is of importance to people from the broadest geographic area, and it is in a visible location. The attendance at the Alternative 4 museum would be comparable to that at the Manitowoc Maritime Museum. After the museum is established, it will attract 80,000 visitors. Of the approximately 335,000 annual visitors to Manitowoc - Two Rivers, about 24 percent would visit the museum. This percentage is larger than the percentage reported visiting the area for cultural reasons, but it is to be assumed that a museum with a large attraction like a ship would attract people who go to the area for other reasons, like visiting a relative or sightseeing. Thus, of the 15 percent of people who visit Two Rivers - Manitowoc for cultural reasons, about three-quarters would stop at the Coast Guard museum. An additional 40,000 people would stop at the museum - people who listed the primary reason for their visit as something other than cultural, and new people who visit the area for new reasons.

## F. Space Requirements

Space requirements for a museum building depend on the site chosen for the museum, the amount of display space required for the purpose of the museum, the number of visitors expected for the museum, and the range of areas required for the museum. From the survey, regardless of size or annual attendance, most museums responded that they would like to expand. One comment received on the survey was, "... you always want to expand. New facilities are never built large enough." It is necessary to balance the need for accounting for future museum needs with initial budgetary constraints. Approximate building costs are figured to be \$45 per square foot, which is shown in Table 1 on page 18.

1. Alternative 1. The Alternative 1 museum needs to have enough space for a display area, some storage, and a small amount of office space. The display area needs to be large enough to tell the local story of the Coast Guard, and serve an annual 3,300 visitors. Using the average for Midwest nautical museums, such a museum would require about 1,500 to 2,000 square feet. Based on \$45 per square foot, such a museum would cost \$67,500 to construct. For such a museum where the emphasis is on museum displays and not support services, about 90 percent of the museum floor area would be planned display area, 7 percent would be storage, and 3 percent would be an office, based on the survey responses from similar type Midwest museums.

Based on accepted parking standards and averages for Midwest museums, a museum of 1,500 square feet should have 25 to 30 total parking spaces, including on and off site parking. Of course, this should only be used as a guideline because the site chosen may not have this much parking available but otherwise be a strong site.

2. Alternative 2. The Alternative 2 museum needs to have enough space for a display area, some storage, office space, and a small gift shop. The display area needs to be large enough to tell the story of the U.S. Coast Guard on the Great Lakes and the National Auxiliary, house a large boat and several small boats, and serve an annual 12,500 visitors. Using the average for Midwest nautical museums, such a museum would require about 5,500 to 6,000 square feet. A museum of that size would cost about \$247,500 to \$270,000 to build. In this museum, the emphasis on display is still strong, although more office space and storage space is needed than for Alternative 1. The changing exhibits, in particular, will require more storage space. The relative amount of display area should be about 70 percent; storage, 15 percent; offices, 5 percent; and gift shop, 5 percent.

Based on accepted parking standards and averages for Midwest museums, a museum of 6,000 square feet should have 70 to 80 total parking spaces, including on and off site parking. Since this museum may be on the lakeshore, actual parking for the museum may fall below this standard.

3. The Alternative 3 museum needs to have enough space for a display area, storage, a substantial amount of office space, a classroom, a snack bar, and an auditorium. The display area needs to be large enough to tell the U.S. Coast Guard in the Great Lakes and the National Auxiliary story and house several small boats, and serve an annual 27,000 visitors. Using the average for Midwest nautical museums, such a museum would require about 11,500 to 12,500 square feet, and would cost from \$517,500 to \$562,500 to build. In this museum, there would be no one emphasis in terms of space. The display area would require 45 percent of the floor space; storage, 20 percent; offices, 5 percent; gift shop and snack bar, 5 percent each; auditorium, 15 percent; and classrooms, 5 percent. In addition, the museum grounds would have adequate space for a picnic area for reunions and class groups.

Based on accepted parking standards and averages for Midwest museums, a museum of 12,500 square feet should have 150 to 175 total parking spaces, including on and off site parking. For Alternative 3, it would be important to have parking that would accommodate buses and recreational vehicles.

4. The Alternative 4 museum would require enough space for the national Coast Guard and Auxiliary stories, 80,000 annual visitors, and an ample display area. The museum needs to have enough space for permanent and changing exhibits, for storage for exhibits, and for a classroom. Based on responses from the museum survey, such a museum would need about 35,000 square feet of space. The cost of building a 35,000 square foot museum would be approximately \$1,575,000.

The display area would account for 60 percent of the floor area; storage, 20 percent; gift shop, 5 percent; offices, 5 percent; and classroom(s), 10 percent. Based on parking standards alone, such a museum should have 500 parking spaces. However, in reality not that many parking spaces would be necessary because a limited number of people could be at the museum at the same time. The recommended number of parking spaces for the Alternative 4 museum is 200-225 spaces.

**TABLE 1.  
REQUIREMENTS FOR ALTERNATIVE MUSEUMS**

	Alt. 1	Alt. 2	Alt. 3	Alt. 4
Annual Attendance	3,300	12,500	27,000	80,000
Building Size (Square Feet)	1,500	6,000	12,500	35,000
Approximate Building Cost	\$67,500	\$270,000	\$562,500	\$1,575,000
Parking Spaces	25-30	70-80	150-175	200-225
Percent of Floor Area				
Display	90	70	45	60
Storage	7	15	20	20
Offices	3	5	5	5
Gift Shop	0	5	5	5
Auditorium	0	0	15	0
Classroom	0	0	5	10
Snack Bar	0	0	5	0

Source: Based on Consultant's estimates, from museum survey responses, "Summer Guest Surveys -- Interviews," Lakeshore Development Bureau, November, 1986, and Dennis R. Foltz, "Standards for Streets, Sidewalks, and Parking Areas."

#### G. Projected Revenue/Revenue Needs

Surprisingly few of the museums responding to the survey raise enough revenue from admission charges to cover operating costs. Additionally, one museum director warned that to think that a gift shop, or worse, a restaurant, could make enough money to cover the shortfall would mean certain financial disaster. He stated that the best a museum can hope for is that the gift shop and restaurant can be self-supporting and not subsidized by the museum. Many museums (58 percent) hold some kind of annual festival, although sometimes more for publicity reasons than for monetary reasons. However, some museums indicated that they must annually hold some kind of event (e.g., craft sales, rummage sales) to close the gap between operating costs and revenues received from admission charges. A large number (two-thirds) of the responding museums also receive donations from foundations and organizations.

1. As currently proposed, the Alternative 1 museum will have no admission charge but will take donations. The advantage to doing so is that the museum will get free publicity in the form of public service announcements if it charges no admission. Expected annual operating costs for this museum would be about \$20,000 for wages, maintenance, heat, acquisition and restoration, and other costs (based on operating costs for Midwest nautical museums). Were the museum to ask for a "requested donation," it would need to request \$6 from each of its 3,300 visitors to cover its \$20,000 in operating costs.
2. The Alternative 2 museum would charge an admission to the facility. Expected operating costs would be \$70,000, based on similar museums in the Midwest. If half of the visitors are adults paying \$5, and half are children paying \$2.50, then the admissions would amount to \$46,875, with an expected attendance of 12,500. This leaves over \$23,000 (or nearly one-third of the operating costs) to be recouped through another source. If all visitors were required to pay a \$5 admission, the shortfall would only be \$7,500. Each visitor would need to pay \$5.60 in order for the museum to break even on admission charges alone, and this admission amount is relatively high. The average admission charge for adults is \$2.97, nationwide, and \$1.57 for children nationwide. Most museums that responded to the survey did not have lower admission charges for senior citizens.
3. The Alternative 3 museum would be expected to have operating costs of about \$150,000, based on costs reported by similar size and scope Midwest museums. The reason for this is that all of the support services and extras that this museum has provide income but also cost money to maintain and operate. Here again, the museum would need to charge about \$5.50 per visitor to have admissions break even with operating costs. However, revenues from the extra services may be able to help lower admission charges. Table 2 comparing attendance, admission charges, and operating costs for the three alternative museums is on the following page.
4. The Alternative 4 museum would be expected to have annual operating costs of about \$450,000, based on costs reported for similar size and scope Midwest museums. The additional size of the museum and probable additional staff would increase the cost of running the museum. Also, since this museum has the best artifacts, more will be spent on restoring and maintaining artifacts, as well as on security. All visitors to the museum would have to pay over \$5 in order for revenues from admission charges to cover operating costs.



**TABLE 2.**  
**ADMISSION CHARGES VERSUS OPERATING COSTS**

Alternative, Op.	\$3.00 Adult	\$5.00 Adult	\$5.00	\$7.50 Adult
Costs, Attendance	\$1.50 Kids	\$2.50 Kids	All	\$5.00 Kids

**Alternative 1**

Operating Costs =  
\$20,000

1,650 Adults, 1,650 Kids	\$7,425	\$12,375	\$16,500	\$20,625
2,475 Adults, 825 Kids	\$8,662	\$14,437	\$16,500	\$22,687

**Alternative 2**

Operating Costs =  
\$70,000

6,250 Adults, 6,250 Kids	\$28,125	\$46,875	\$62,500	\$78,125
9,375 Adults, 3,125 Kids	\$32,812	\$54,687	\$62,500	\$85,937

**Alternative 3**

Operating Costs =  
\$150,000

13,500 Adults, 13,500 Kids	\$60,750	\$101,250	\$135,000	\$168,750
20,250 Adults, 6,750 Kids	\$70,875	\$118,125	\$135,000	\$185,625

**Alternative 4**

Operating Costs =  
\$450,000

40,000 Adults, 40,000 Kids	\$180,000	\$300,000	\$400,000	\$500,000
60,000 Adults, 20,000 Kids	\$210,000	\$350,000	\$400,000	\$550,000

Table 2 shows the alternative revenues from admissions depending on the admission charge and comparing if the attendance is split half and half between adults and children or 3/4 adults and 1/4 children. If there is a difference in the charge for adults and children, the age of the visitors does make a difference in terms of revenue. From the museum survey, it seems that the 3/4 adults, 1/4 children split for visitors is the most common. However, in the Alternative 3 museum this may not be the case as the classroom and auditorium encourage additional attendance by school classes and children.

#### H. Funding Sources

There are a number of ways that the museum can be funded through non-City funds. First, for all but Alternative 1, the museums will be partially funded through admission charges. For Alternative 1, some costs will be recouped through "suggested donations." The other ways to obtain funding to cover the gap between admissions revenues and operating costs are listed below.

1. From the U.S. Coast Guard or Coast Guard Auxiliary. As mentioned above, the Coast Guard will not be able to help fund the museum and it is unlikely that the Auxiliary would do so. However, it is possible that an appropriation for the construction of the museum could come from Congress. Senator Kasten's office has been contacted about this possibility. U.S. Representative Petris' office has also been contacted. The Merchant Marine and Fisheries Committee is the one that oversees the Coast Guard, and Representative Petri's membership on the transportation committee gives him a connection to the Merchant Marine and Fisheries Committee.
2. Members and former members of the Coast Guard and Coast Guard Auxiliary will be reached for possible donations, for artifacts or funds, through the articles published in magazines. Such donations would be particularly important in the early years of the museum.
3. Several museums that responded to the survey indicated that they sell memberships to the museum, with members receiving free admission. One museum commented that museums should make sure that the cost of providing membership benefits does not exceed the cost of the membership. This differs from the donation concept in that people do receive something tangible for their money, although if the cost exceeds the benefit, the spirit of support that inspires donations will also be necessary to inspire memberships.
4. Festivals and special events are also a popular way for museums to make some additional funds. Several responding museums (58

percent) have art and craft sales, demonstrations, and holiday events. An event for the Coast Guard museum would be possible with the cooperation of the nearby Coast Guard and Coast Guard Auxiliary. For example, the museum could have a life saving drill, could demonstrate the use of some equipment, could have a sale on maritime art, could have a Coast Guard band concert, could display an existing Coast Guard ship, or could hold a reunion.

5. Finally, many of the responding museums (two-thirds) receive funds from foundations and organizations. Continued support of museums by several foundations was reported by several museums. A list of foundations that would potentially supply funding for the Coast Guard museum follows. It should be noted that for several of the grants, eligible recipients are not for profit public or private museums that essentially operate for educational purposes.

#### POSSIBLE SOURCES OF FUNDS FOR A COAST GUARD MUSEUM

- a. Amoco Foundation, Inc., 200 East Randolph Drive, Chicago, IL 60601; Giving is primarily in areas of company representation, for grants to assist communities. This foundation has given \$7,000 to a museum in Oklahoma and \$5,000 to an Iowa museum.
- b. Gannett Foundation, Inc., Lincoln Tower, 26th Floor, Rochester, NY 14604; Giving primarily in areas of company operations in U.S. and Canada for community projects. This foundation gave a \$5,000 construction grant for a Missouri steam engine museum, and gave \$7,500 to a Holocaust museum.
- c. General Electric Foundation, 3135 Easton Turnpike, Fairfield, CT 06431; Grants for community funds primarily where company has a presence.
- d. Kresge Foundation, P.O. Box 3151, 3215 West Big Beaver Road, Troy, MI 48007-3151; no geographical restrictions on grants. Donated \$500,000 to the construction of a fountain at a Michigan museum, and donated \$500,000 for the construction of a visitors center in Plymouth, Massachusetts.
- e. Faye McBeath Foundation, 1020 North Broadway, Milwaukee, WI 53202; giving limited to Wisconsin, especially near Milwaukee, does list historical museums as an area of interest.
- f. Alexander (Walter) Foundation, P.O. Box 418, 502 Third Street, Room 509, Wausau, WI 54401; giving in Wisconsin. Grants can be used for capital, start up funds, or emergency financing.
- g. Schwartz Foundation, 801 York Street, Manitowoc, WI 54220; giving in Wisconsin, interested in museums.

- h. Institute of Museum Services, 1100 Pennsylvania Avenue, N.W., Room 510, Washington DC 20506; programs provide general operating support, conservation project support, and two museum assessment programs. Funds cannot be used for construction, renovation of facilities, endowment or acquisition of objects. Operating support grants may not exceed 10 percent of a museum's non-Federal operating budget. Conservation Programs Funds are awarded on a one to one matching basis. For example, a \$6,148 Conservation Project grant was awarded to a Texas art museum for conserving eighteen works of art and \$75,000 was awarded for general operating support for a South Carolina zoological park.
- i. National Endowment for the Arts, Museum Program, 1100 Pennsylvania Avenue, N.W., Room 624, Washington, DC 20506; this program consists of grants to assist museums in carrying out the major functions of exhibition, preservation, interpretation and acquisition through several categories. Although grants are not earmarked only for art museums, the funds are intended for projects of artistic significance.
- j. National Endowment for the Humanities, 1100 Pennsylvania Avenue, N.W., Washington, DC 20506; the Humanities Projects in Museums and Historical Organizations programs. The funds are available to museums for several types of projects, including museum self study, permanent interpretive projects, sharing collection resources, temporary interpretive projects, enhancement of interpretive skills, and collections study and management. For example, \$100,000 was donated to the American Natural History Museum in New York for the conservation of artifacts and an exhibition hall; \$86,610 was granted to the Seattle Art Museum for the writing and publication of a museum catalogue; and \$10,000 was given to a South Carolina Museum to support a conservation survey of artifacts for a major long term exhibition.
- k. General Telephone & Electronics Foundation, One Stamford Forum, Stamford, Connecticut; grants for programs in area of company operations. Funds available for building, renovation, and general funds. In past, grants awarded for colleges, hospitals, museums, and libraries, among other agencies.

#### I. Alternative Sites

Five alternative sites for the museum were considered. All are located in the south central part of the City. Some are located along the rivers while others are in close proximity to the rivers and/or Lake Michigan. A map showing the location of all the sites follows page 27. Tables 3 and 4, comparing site plans, and Table 5, comparing costs of the alternatives are on pages 28-29. Individual site plans follow page 30.

1. Site 1. Site 1 is the current City Hall property. City Hall is in need of major structural repairs and the City is considering moving its offices to a new building. This site, at the southwest corner of 18th and Jefferson Street, is approximately 37,500 square feet, or 0.86 acres in size. It would cost \$100,000 to demolish City Hall.

As shown in the site plans, Site 1 would accommodate either of the two smaller museum alternatives. Site 1, Plan A shows a museum of 1,875 square feet with 40 on-site parking spaces. Site 1, Plan B shows a 6,300 square foot museum with 38 on-site parking paces. Site 1, Plan B provides lesser on-site parking than the standards call for. Visibility of the site is fairly good. The site is not located along a waterway.

2. Site 2. Site 2 is a piece of property along the East Twin River that once was an industrial property. This site is about 63,750 square feet, or 1.5 acres, in size. It is located south of 17th Street, just west and south of the bridge. Site 2, Plan A shows an Alternative 2 museum of 6,000 square feet. This plan shows 74 on-site parking spaces, meeting the parking standard. Site 2, Plan B shows a museum of 11,700 square feet with 62 on-site parking spaces. Both plans of Site 2 show a pedestrian walkway along the riverside, and Plan B shows a picnic area. Site 2, Plan B is an Alternative 3 museum. The on-site parking is below the standard for this museum. This property would cost about \$120,530, assuming the land is cleared at the time of purchase.

3. Site 3. Site 3 is a large piece of land, also formerly industrial. It is located on 16th Street and is in close proximity to the West Twin River. Site 3 is not on the river, however, visibility of the site is fair. This site is approximately 120,000 square feet, or 2.75 acres, and the purchase price would be \$51,175.

Site 3, Plan A shows an Alternative 3 museum of 12,000 square feet with 120 on-site parking spaces, which is slightly less than the parking standard. This site has a large 9,600 square foot park/picnic area with a pedestrian walkway that connects to the West Twin River.

Site 3, Plan B shows an Alternative 4 museum of 30,000 square feet on two stories. The on-site parking is 139 spaces, which is less than half of what the standard dictates.

4. Site 4. Site 4 is located along the West Twin River with ample river frontage. Site 4 is located on 13th Street and also was an industrial property. Visibility is fair to good. The site is about 67,500 square feet, or 1.5 acres, in size. The odd shape of the lot makes it less than ideal for parking and building layout. This lot would cost about \$46,550.

Site 4, Plan A shows an Alternative 2 museum of 6,000 square feet and 69 on-site parking spaces, which is nearly adequate. This plan also has a picnic area along the West Twin River and the museum building looks out over the river. Site 4, Plan B shows an Alternative 3 museum of 12,000 square feet on two stories. Seventy-seven on-site parking spaces are provided, which is below the suggested standard of 150 to 175. A pedestrian walkway and a picnic grounds are shown on Site 4, Plan B. Ships on display are also shown as they would connect with the pedestrian walkway.

5. Site 5. Site 5 includes part of Lakeshore Park and part of a property immediately north of the park. Site visibility is very good. The museum site is across Memorial Drive from Lake Michigan. Total cost for the site would be \$100,000. The cement plant property would cost about \$100,000, while the portion of Lakeshore Park used for the museum would remain in City ownership. Total cost for the site would be \$98,520, plus \$15,000 for demolition.

Site 5, Plan A shows an Alternative 4 museum of 35,000 square feet on two stories. The building site is 257,902 square feet, or 5.9 acres. The parking area accommodates 274 cars.

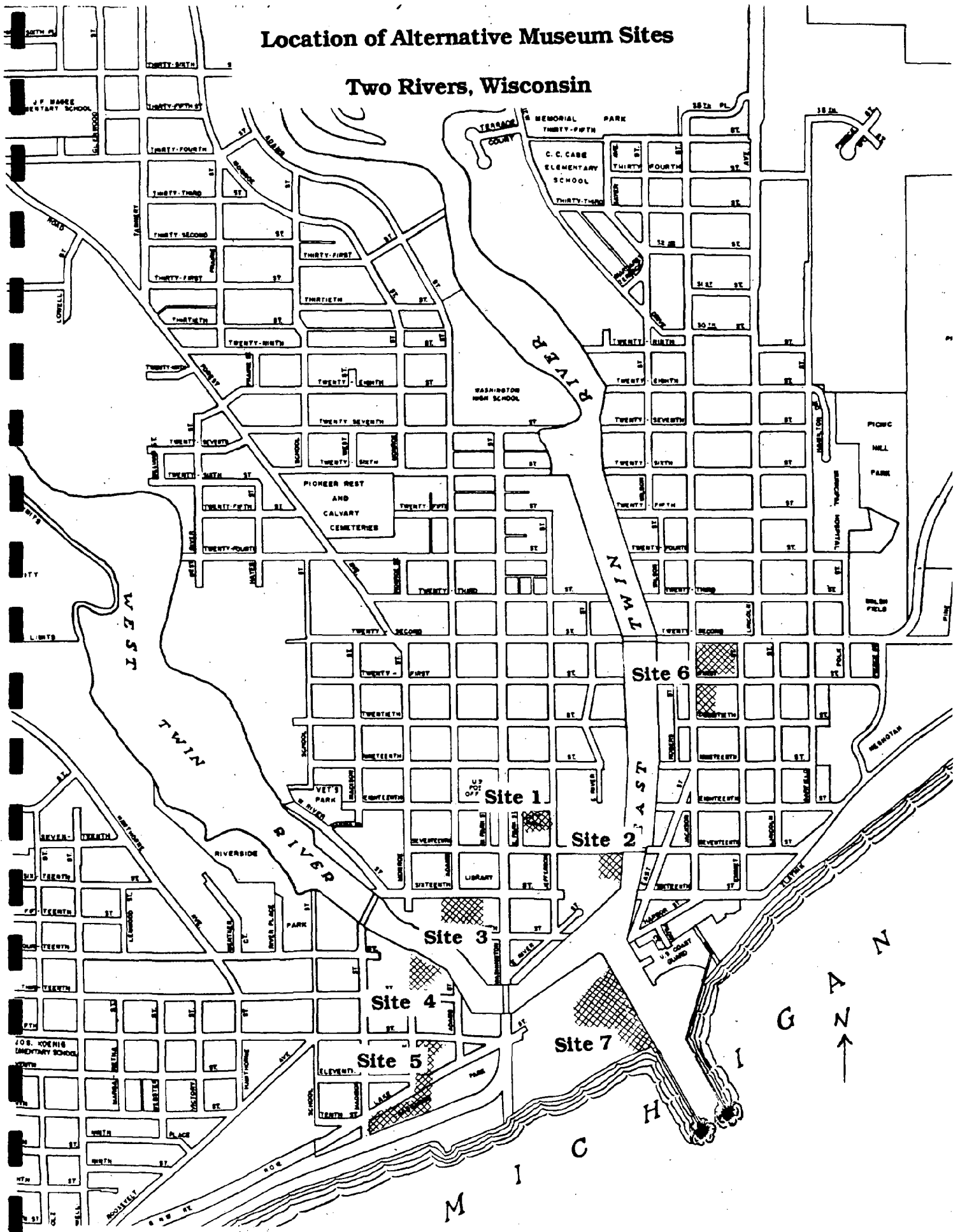
6. Site 6. Site 6 is located across Jackson Street from Rogers Street Fishing Village Museum. This site is located across Jackson Street from the 1886 Coast Guard Lighthouse, which is an advantage to the location. In Plan A, Site 6 covers the entire block bounded by 21st, 22nd, Jackson, and Emmet streets, covering 124,800 square feet, or 2.9 acres. Plan B also includes a parking area of 64,350 square feet (1.5 acres), which is just south of the museum on 21st Street. The cost for Plan A site would be \$673,555; Plan B would be \$965,080. For Plans A and B, demolition costs would be \$34,000 and \$50,000, respectively. Relocation of current residents would cost \$260,000 in Plan A and \$390,000 in Plan B.

Site 6, Plan A shows an Alternative 3 museum of 12,000 square feet. The parking area holds 159 cars. Site 6, Plan B shows an Alternative 4 museum of 35,000 square feet with 223 parking spaces, including the overflow parking lot. In both cases on Site 6, the parking exceeds minimum requirements. Extra parking is especially important at this site because the parking will also serve visitors to the Rogers Street Fishing Museum.

7. Site 7. Site 7 is located at the harbor entrance on a large piece of vacant land, commonly known as the C. Rice Coal Company property. It is currently owned by Seagull Marina. Access is to Washington Street between MacDonald's and the City's water and light properties. The site has the advantage that it is located at the harbor entrance so that the boats could tie-up temporary. It is also across

# Location of Alternative Museum Sites

## Two Rivers, Wisconsin



from the Coast Guard Station. It has the disadvantage that it would not be visible from Washington Street. Plan A would utilize 133,750 square feet with a museum size of 12,500 square feet. This size site would provide for 206 parking spaces. Plan B would utilize all of the site or 295,812 square feet and provide for a museum building of 35,000 square feet. On the site there would be 353 parking spaces.

8. Other Considerations. It can be seen from the descriptions above, the following tables, and the attached site plan drawings that on-site parking quite often does not meet the suggested standard. However, the suggested standard is only a suggestion and includes off-site parking. For some of these sites, off-site parking is limited, but for others the amount of off-site parking available offsets the difference between the standard and the on-site parking shown on the site plan.

**TABLE 3. COMPARISON OF SITE PLANS**

<u>SITE</u>	<u>SITE SIZE (square feet)</u>	<u>BLDG SIZE (square feet)</u>	<u>ON SITE PARKING SPACES</u>
SITE 1			
PLAN A	37,500	1,875	40
PLAN B	37,500	6,300	38
SITE 2			
PLAN A	63,750	6,000	74
PLAN B	63,750	11,700	62
SITE 3			
PLAN A	120,000	12,000	120
PLAN B	120,000	30,000	139
SITE 4			
PLAN A	67,500	6,000	69
PLAN B	67,500	12,000	77
SITE 5			
PLAN A	257,902	35,000	274
SITE 6			
PLAN A	124,800	12,000	159
PLAN B	189,150	35,800	223
SITE 7			
PLAN A	133,750	12,500	206
PLAN B	295,812	35,000	353



**TABLE 4. ADVANTAGES AND DISADVANTAGES OF SITES**

SITE	ADVANTAGES	DISADVANTAGES
SITE 1	visibility - fairly good	small site limiting not on waterfront demolition needed
SITE 2	on waterfront visibility good	demolition needed
SITE 3	close to water close to marina site is vacant large site	visibility fair
SITE 4	site is vacant river frontage	visibility fair odd shaped lot
SITE 5	excellent visibility links with park large site	takes part of lake-shore park
SITE 6	near Rogers Street and lighthouse	relocation and demolition necessary
SITE 7	lake frontage near Coast Guard Station large site	visibility fair odd-shaped lot

**TABLE 5. COST OF ALTERNATIVE SITES AND MUSEUMS**

## Site 1. City Hall

Plan A.	Building	\$ 84,375
	Parking	9,875
	<u>Demolition</u>	<u>100,000</u>
	Total	\$194,250

Plan B.	Building	\$283,500
	Parking	7,415
	<u>Demolition</u>	<u>100,000</u>
	Total	\$390,915

Site 2. Hamilton's (Assume land is cleared at time of purchase.)

Plan A.	Land	\$120,530
	Building	270,000
	<u>Parking</u>	<u>17,935</u>
	Total	\$408,465

Plan B.	Land	\$120,530
	Building	526,500
	<u>Parking</u>	<u>14,765</u>
	Total	\$661,795

Site 3. Freis' Property

Plan A.	Land	\$ 51,175
	Building	540,000
	<u>Parking</u>	<u>28,835</u>
	Total	\$620,010

Plan B.	Land	\$ 51,175
	Building	1,350,000
	<u>Parking</u>	<u>32,500</u>
	Total	\$1,433,675

Site 4. Eggers Property

Plan A.	Land	\$ 46,550
	Building	270,000
	<u>Parking</u>	<u>16,815</u>
	Total	\$333,365

Plan B.	Land	\$ 46,550
	Building	540,000
	<u>Parking</u>	<u>16,815</u>
	Total	\$603,365

Site 5. Lakeshore Park and Cement Plant

Plan A.	Land, Improvements	\$ 98,520
	Demolition	15,000
	Building	1,575,000
	<u>Parking</u>	<u>107,000</u>
	Total	\$1,795,520

Site 6. Rogers Street Area

Plan A.	Land, Improvements	\$ 673,555
	Demolition	34,000
	Relocation	260,000
	Building	540,000
	<u>Parking</u>	<u>37,945</u>
	Total	\$1,545,500

Plan B.	Land, Improvements	\$ 965,080
	Demolition	50,000
	Relocation	390,000
	Building	1,575,000
	<u>Parking</u>	<u>58,005</u>
	Total	\$3,038,085

Site 7. Across from Coast Guard Station

Plan A.	Land, Improvements	\$ 73,830
	Building	562,500
	<u>Parking</u>	<u>49,150</u>
	Total	\$685,480

Plan B.	Land, Improvements	\$ 163,288
	Building	1,575,000
	<u>Parking</u>	<u>100,520</u>
	Total	\$1,838,808

Assumptions:

1. Purchase price is assessed value plus 15 percent.
2. Cost of constructing new building = \$45 per square foot.
3. Cost of blacktop parking lot is \$40 a ton; a ton covers 8 square yards, 2 inches thick.
4. Demolition costs = \$2,000 per unit, \$15,000 for the cement plant.
5. Relocation costs = \$15,000 per residential unit and \$20,000 per mercantile unit.

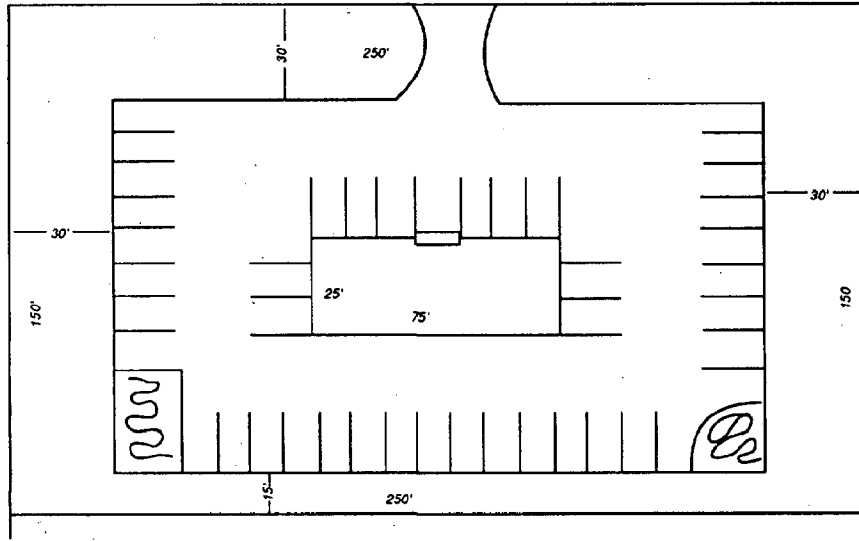
**Alternative Site Plan - Coast Guard Museum  
Two Rivers, Wisconsin**

**Site 1, Plan A**

18th Street

E. Park Street

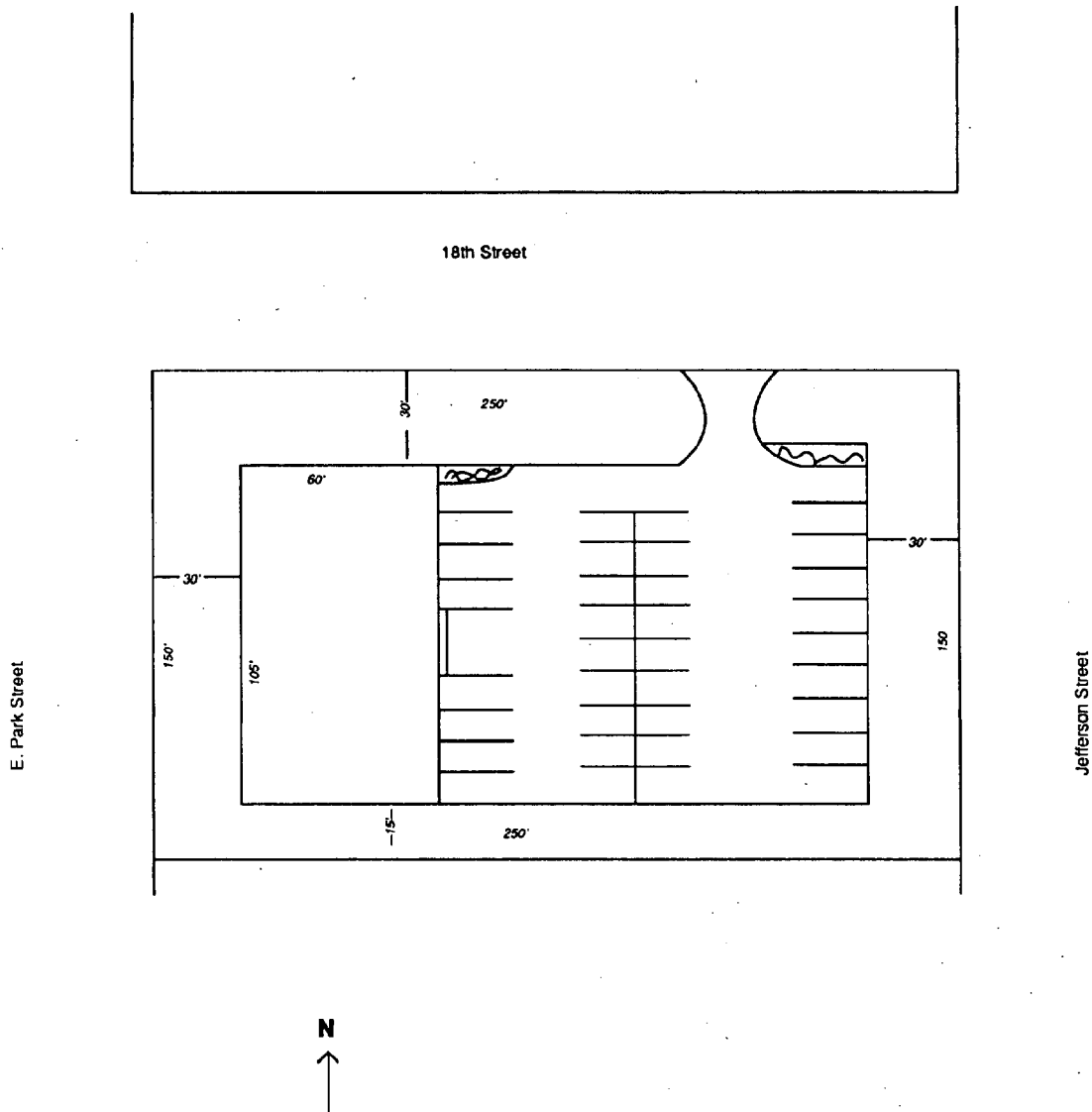
Jefferson Street



N

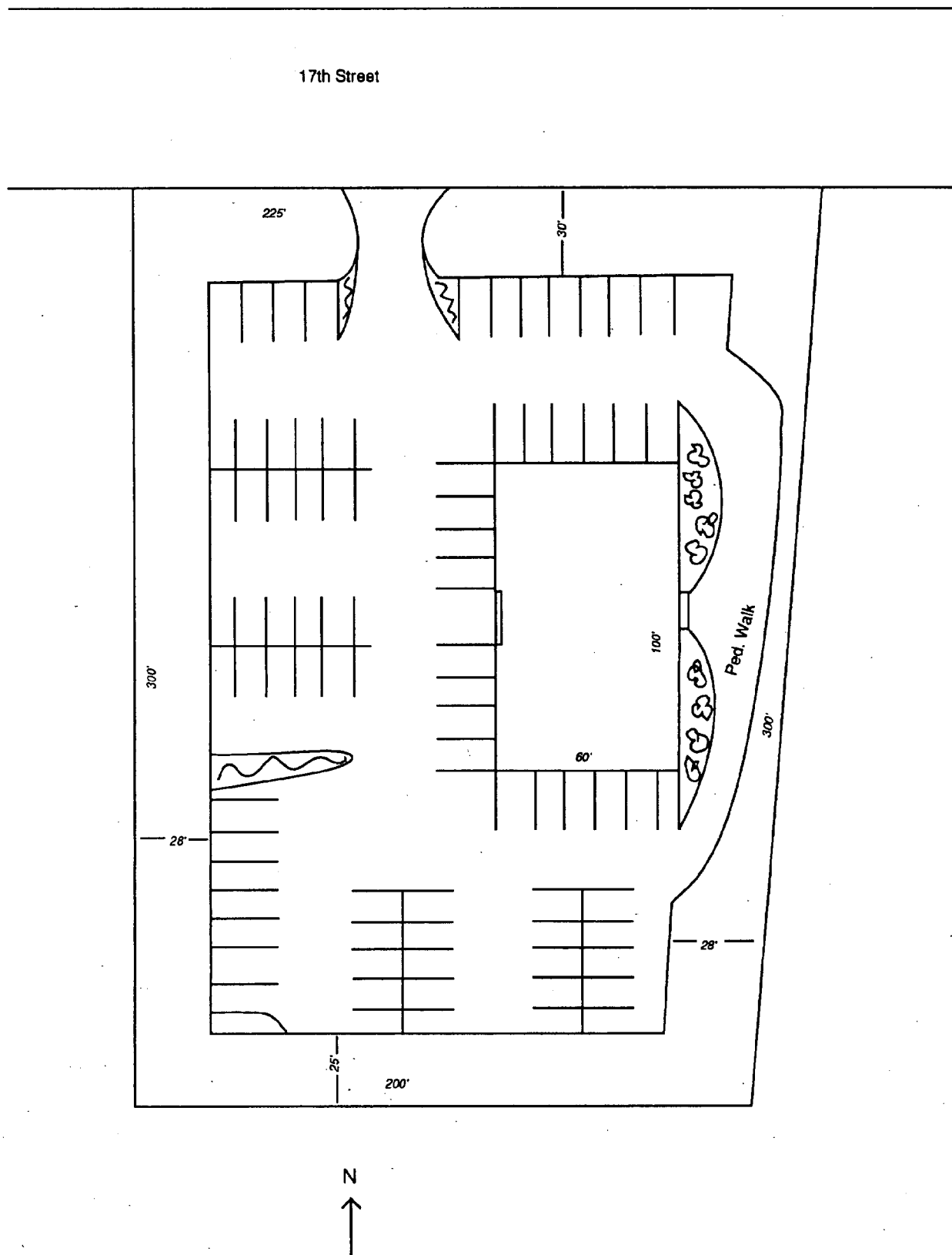


### Site 1, Plan B



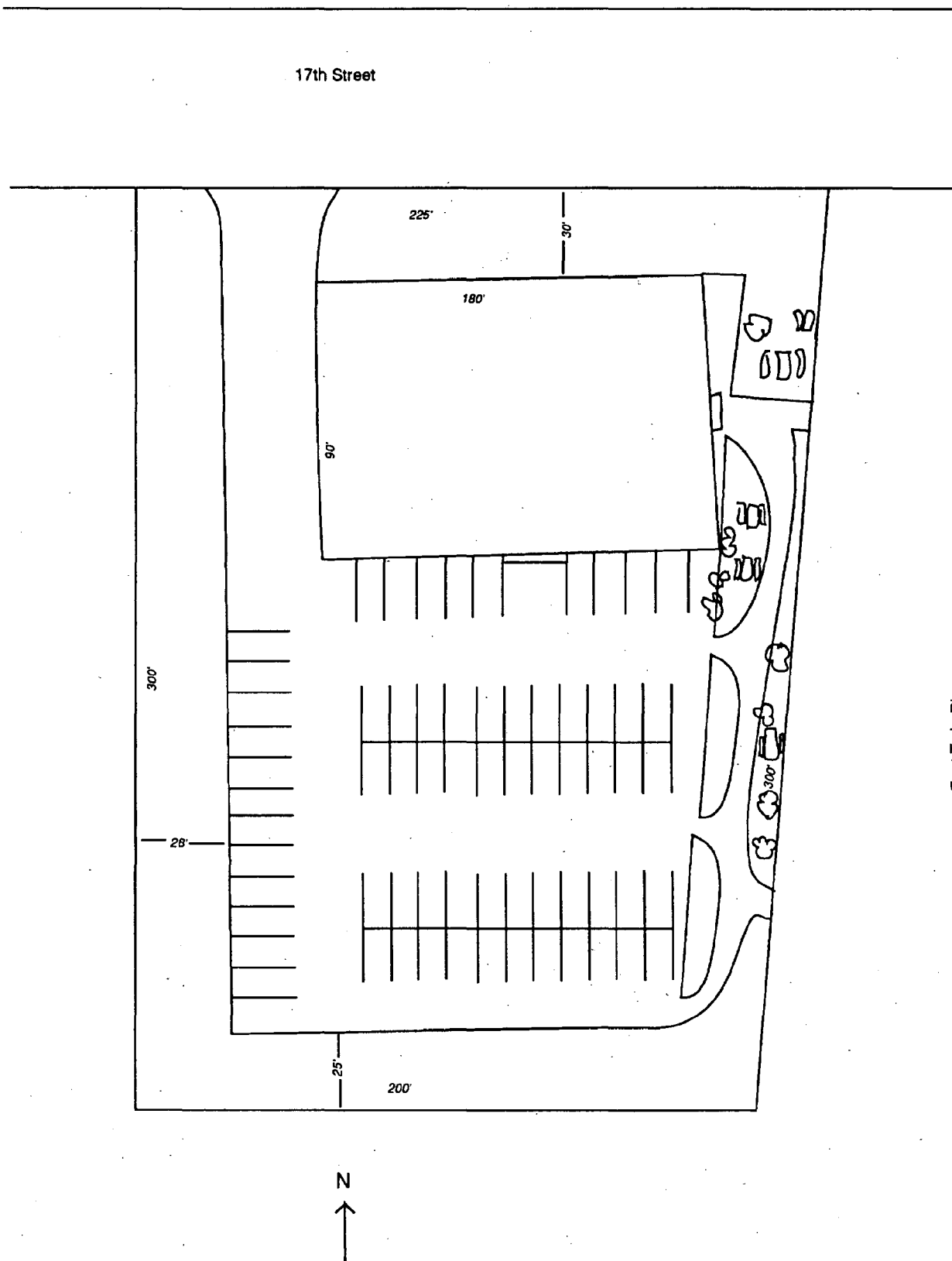
# Alternative Site Plan - Coast Guard Museum

Two Rivers, Wisconsin  
Site 2, Plan A



# Alternative Site Plan - Coast Guard Museum

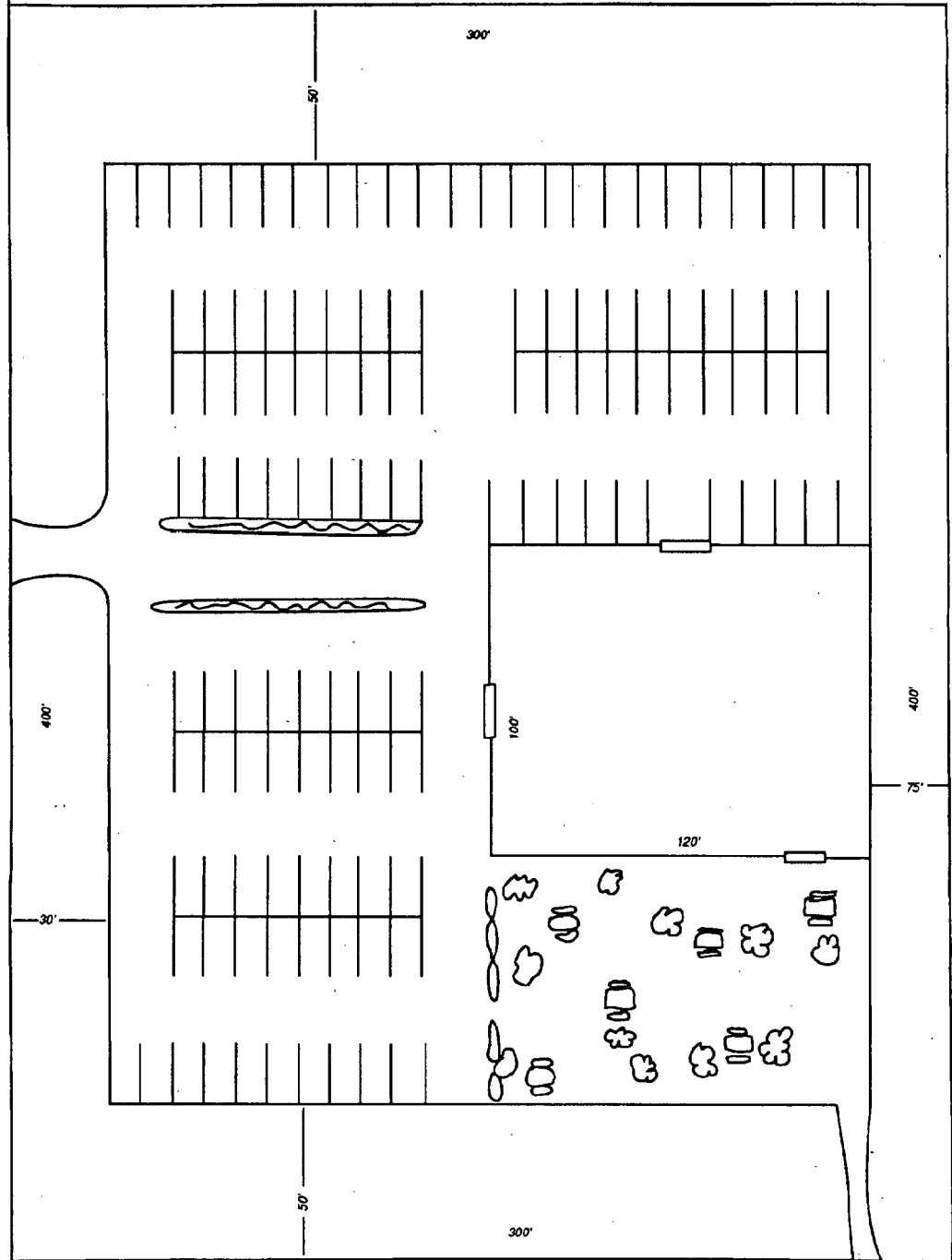
## Two Rivers, Wisconsin Site 2, Plan B



Alternative Site Plan - Coast Guard Museum

Two Rivers, Wisconsin  
Site 3, Plan A

16th Street



N

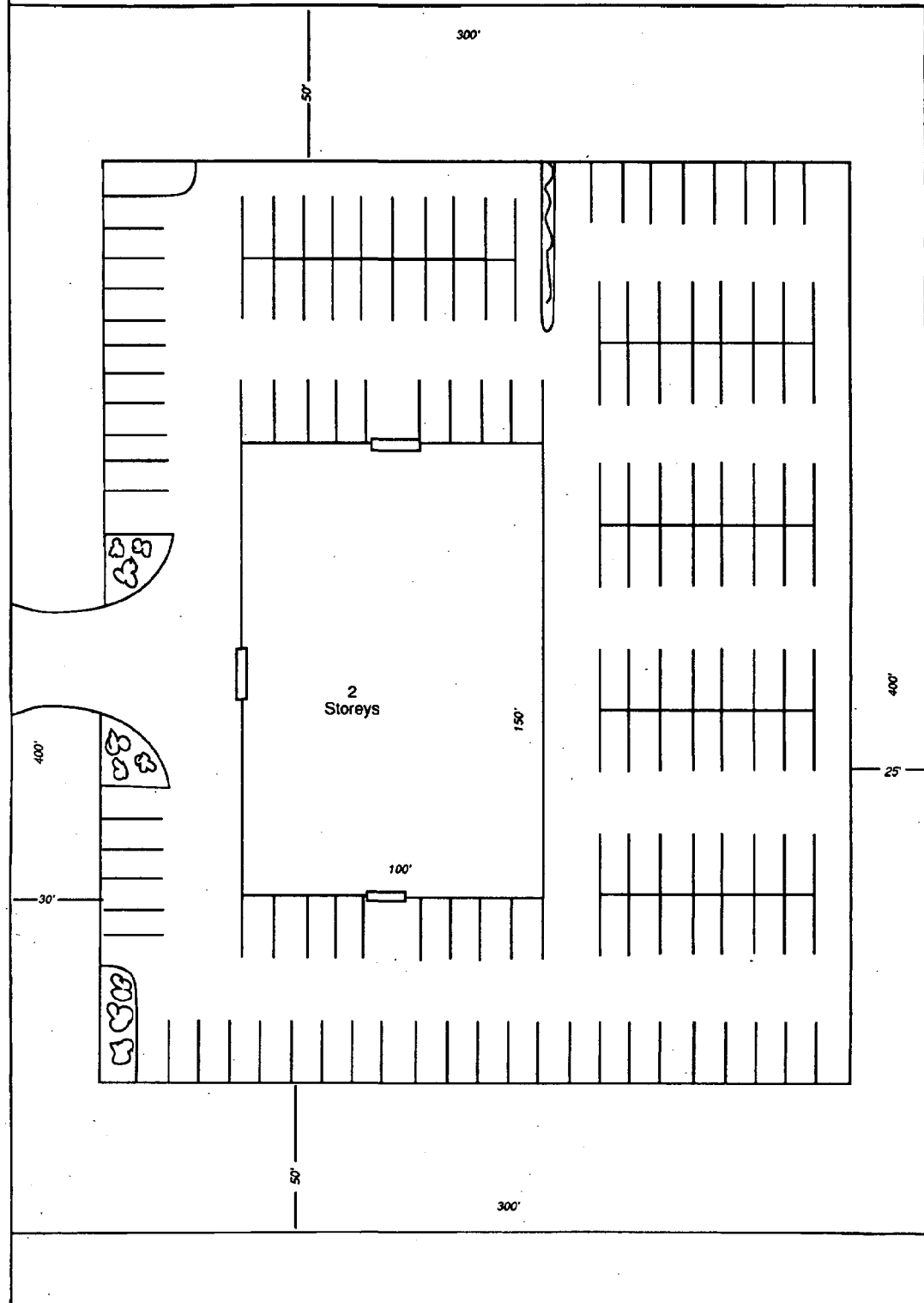
Ped Walk  
West  
Twin  
River



**Alternative Site Plan - Coast Guard Museum**

**Two Rivers, Wisconsin  
Site 3, Plan B**

16th Street

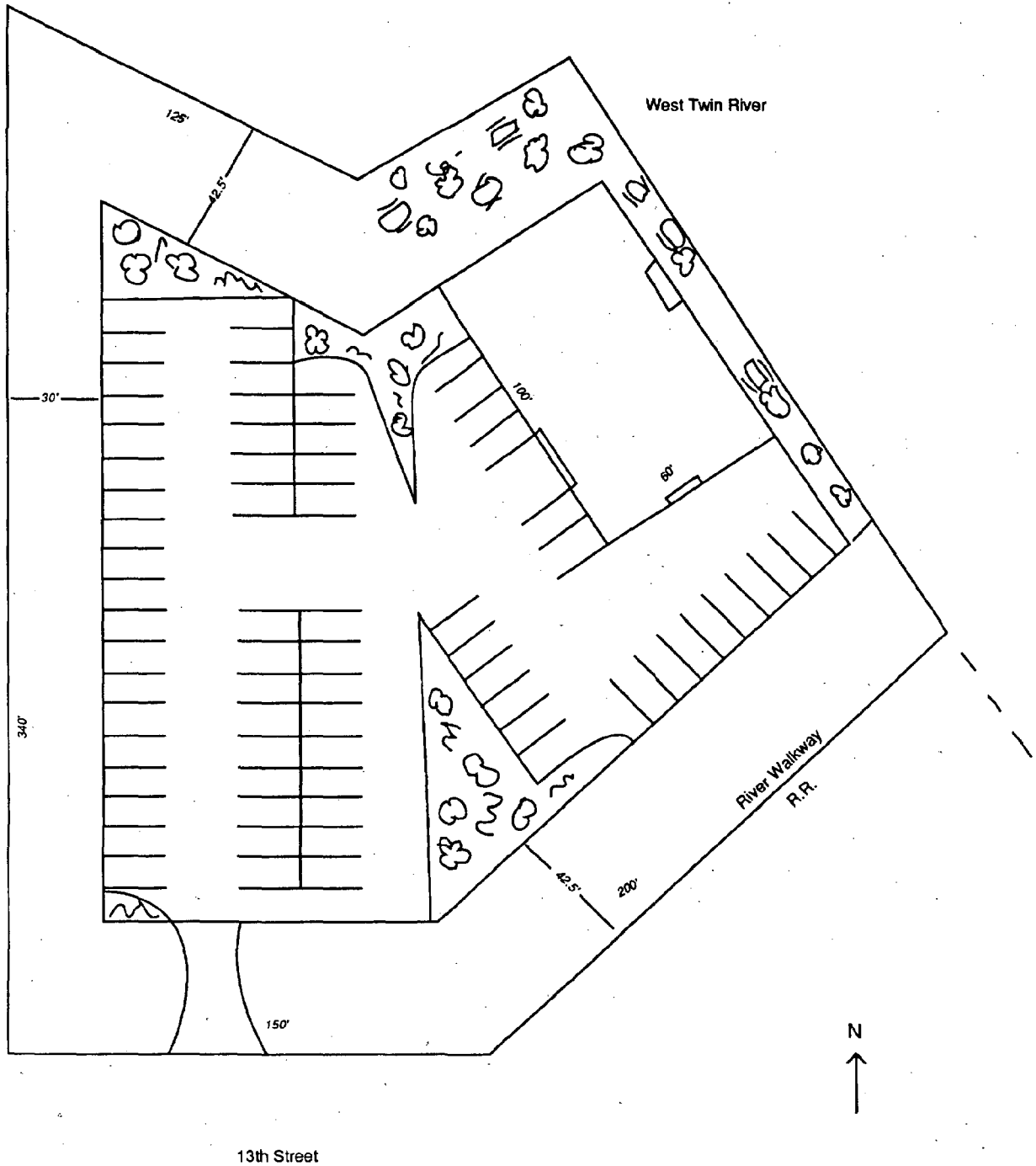


N ←

West  
Twin  
River

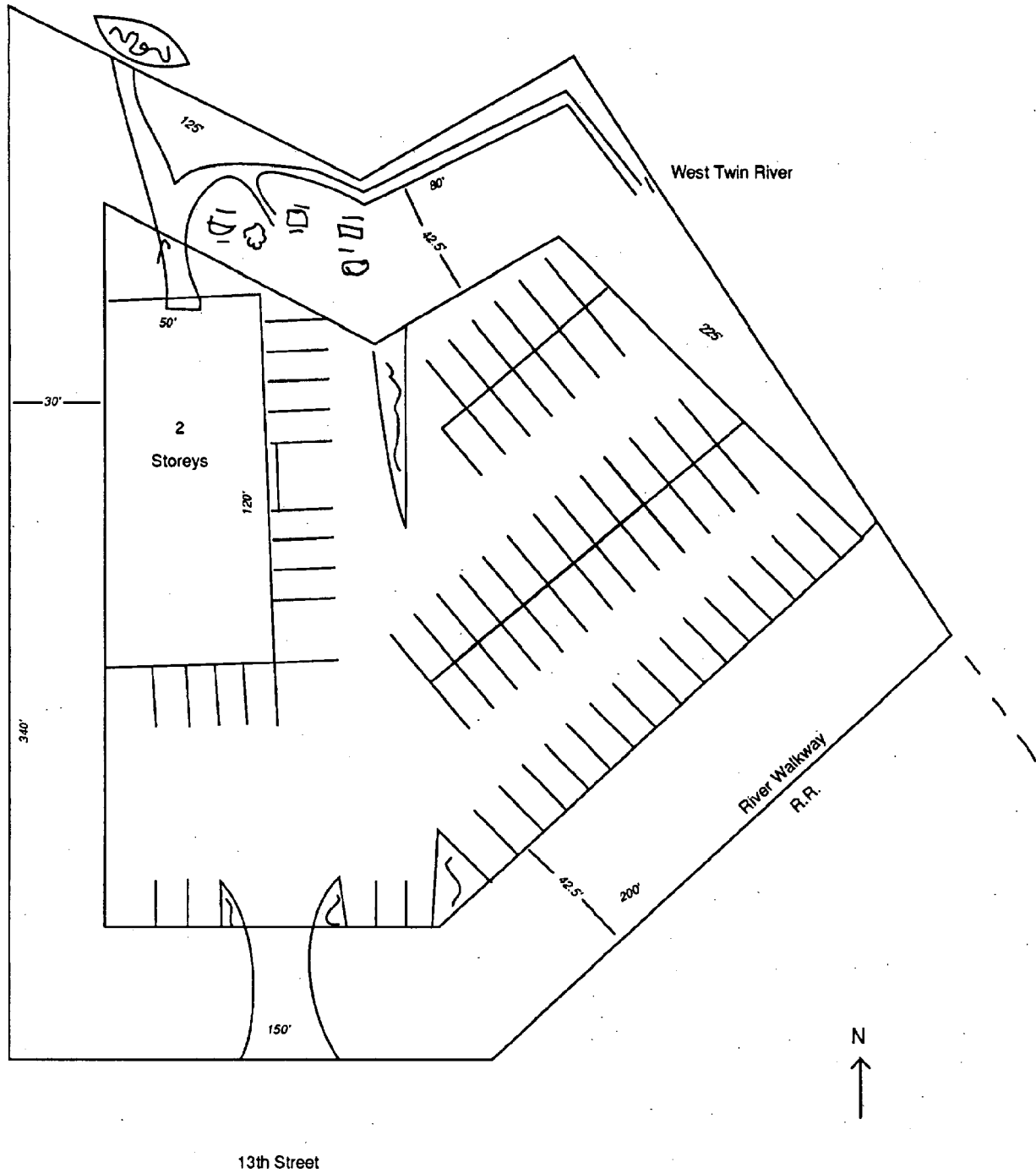
**Alternative Site Plan - Coast Guard Museum**

**Two Rivers, Wisconsin  
Site 4, Plan A**



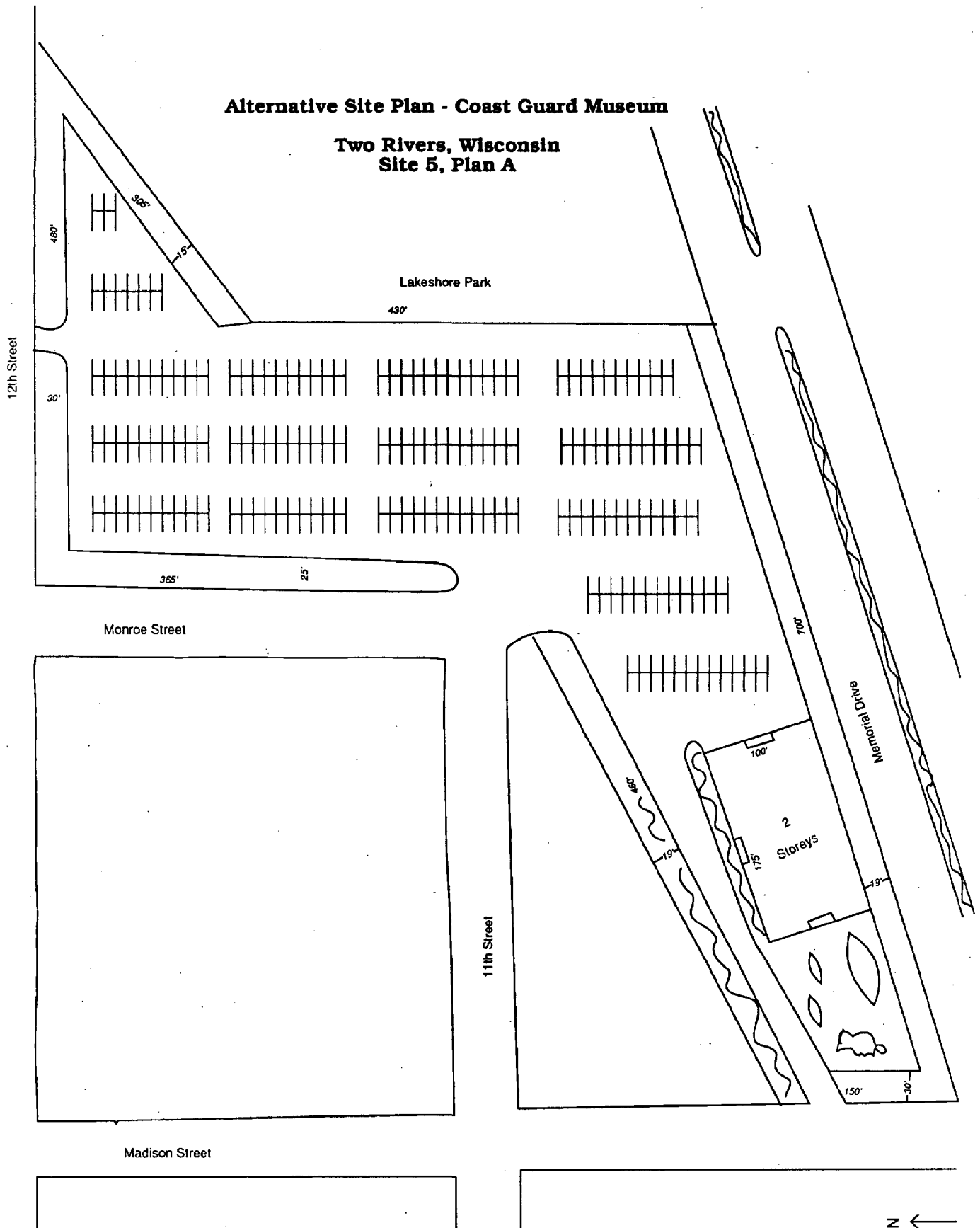
**Alternative Site Plan - Coast Guard Museum**

**Two Rivers, Wisconsin  
Site 4, Plan B**



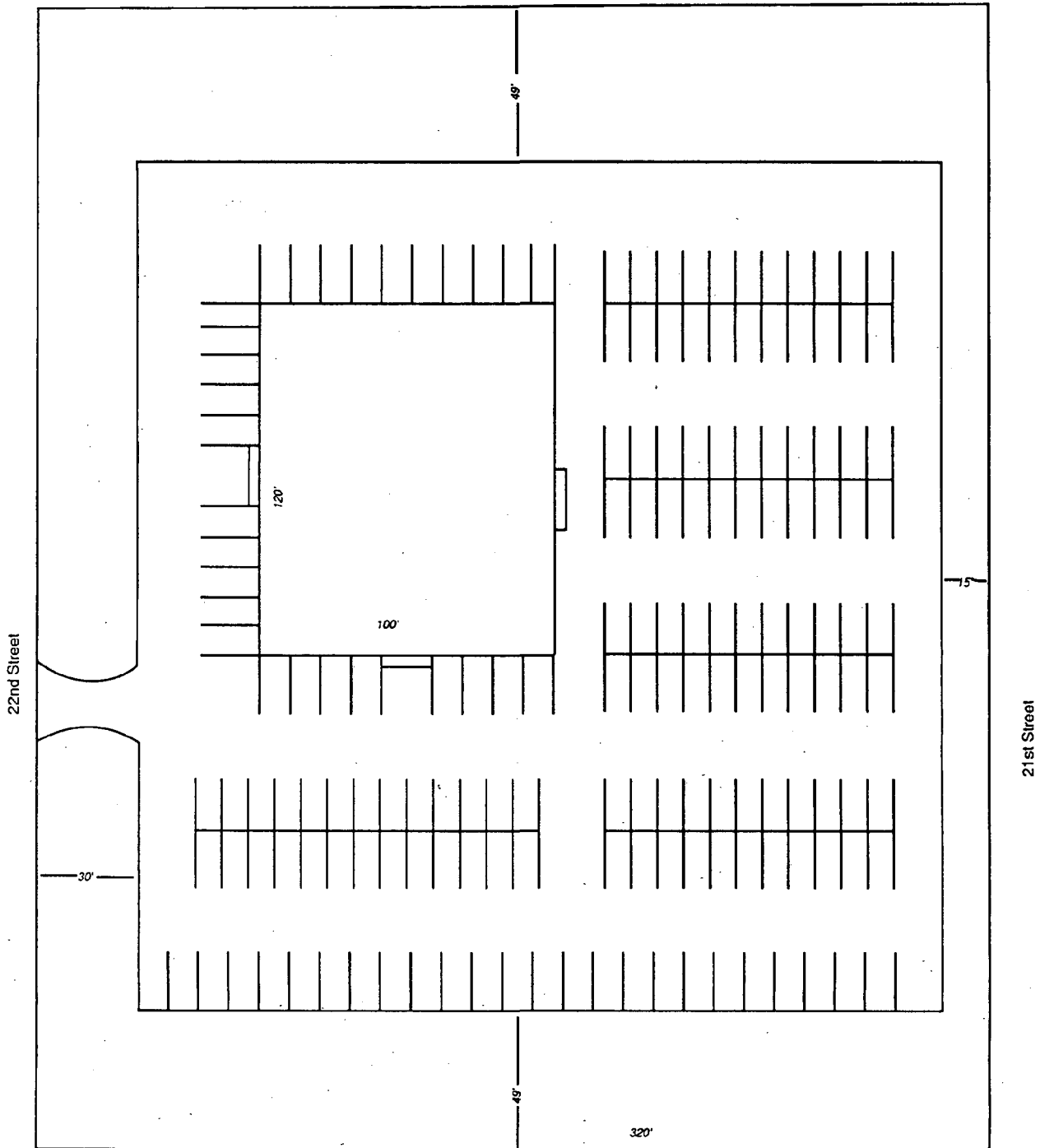
**Alternative Site Plan - Coast Guard Museum**

**Two Rivers, Wisconsin  
Site 5, Plan A**



**Alternative Site Plan - Coast Guard Museum**

**Two Rivers, Wisconsin  
Site 6, Plan A**



Jackson Street

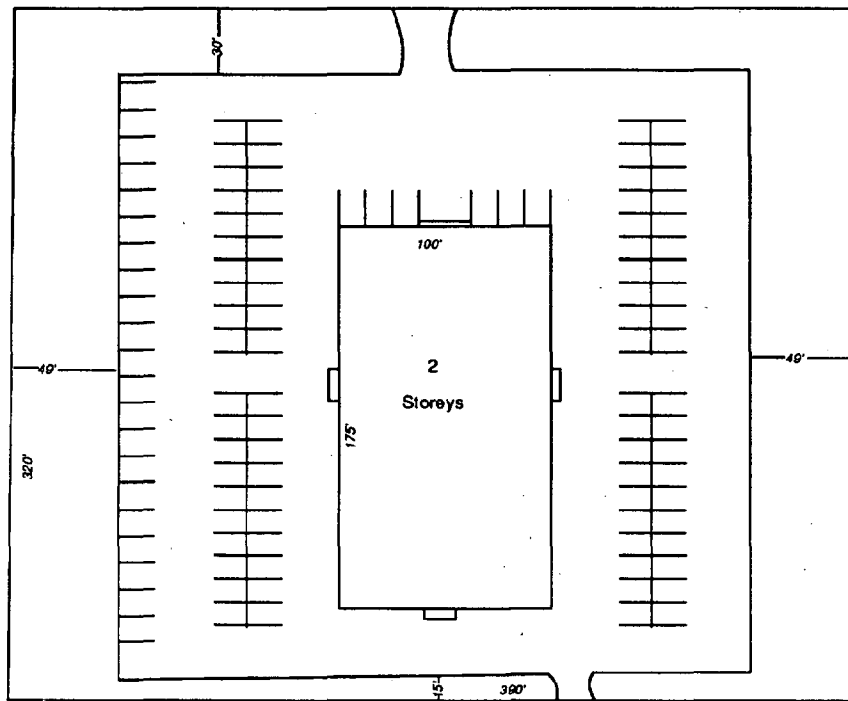
N ←

Rogers Street Museum

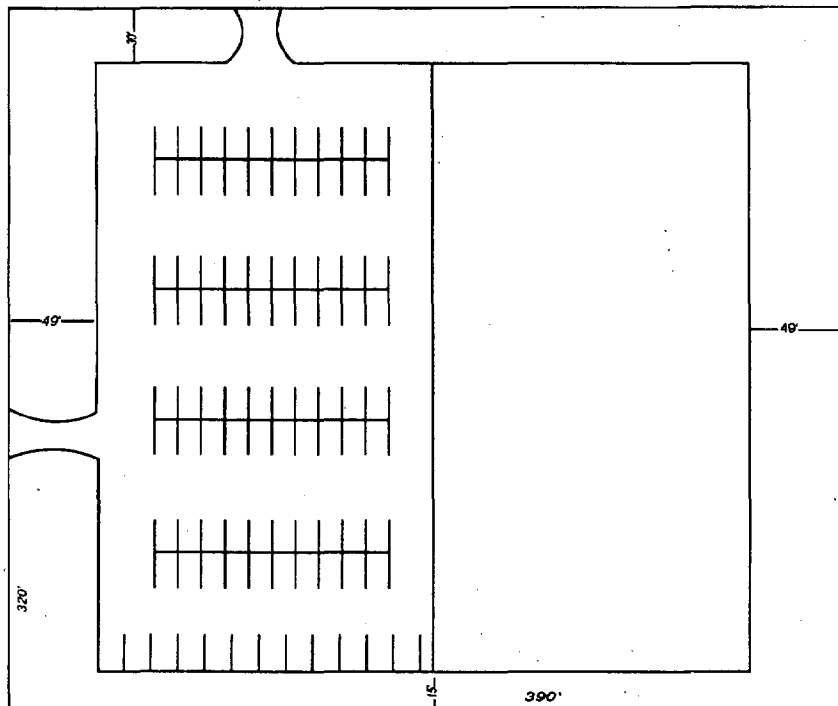
**Alternative Site Plan - Coast Guard Museum**

**Two Rivers, Wisconsin  
Site 6, Plan B**

22nd Street



21st Street



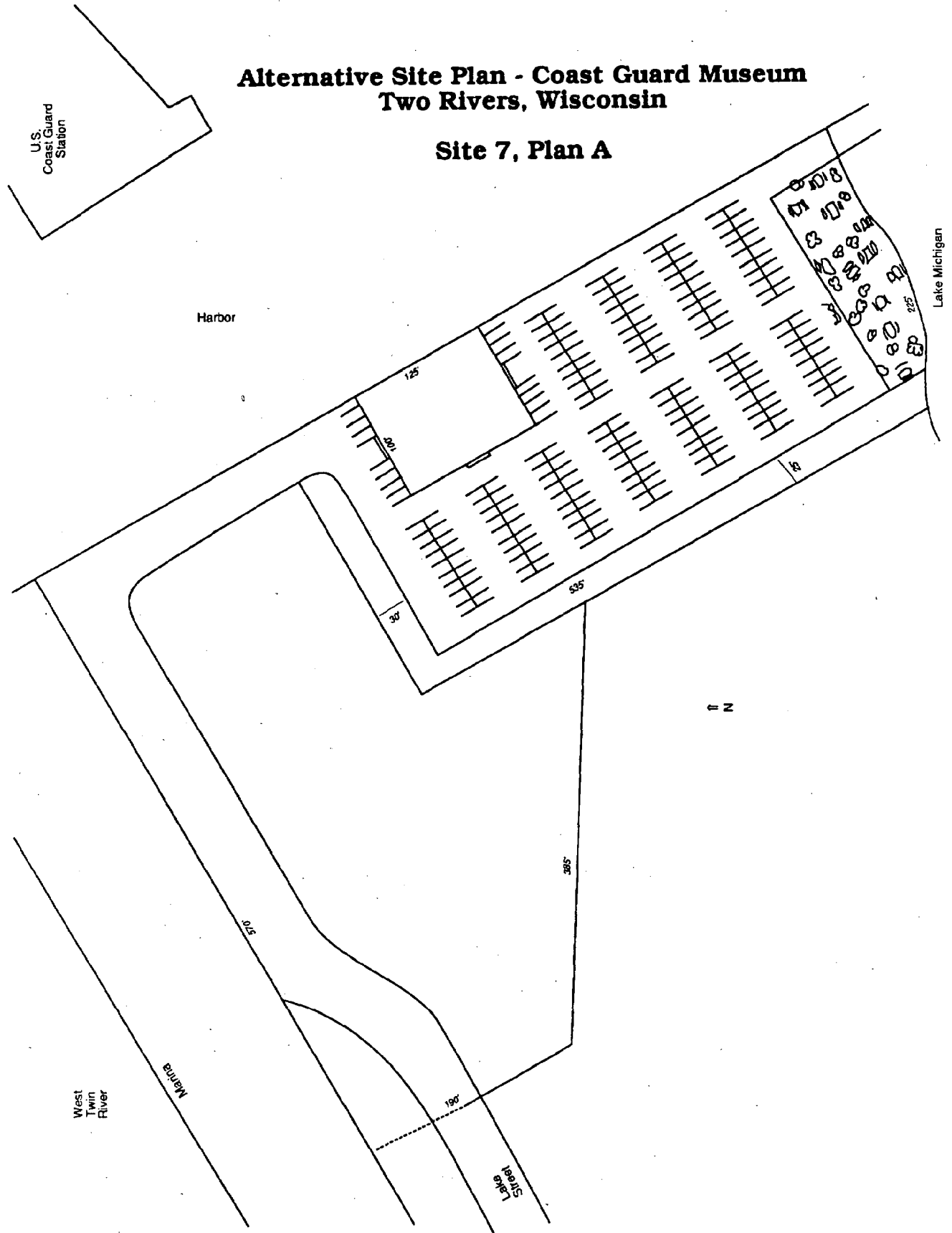
20th Street

Jackson Street



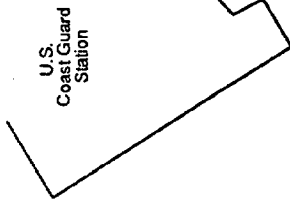
**Alternative Site Plan - Coast Guard Museum  
Two Rivers, Wisconsin**

**Site 7, Plan A**



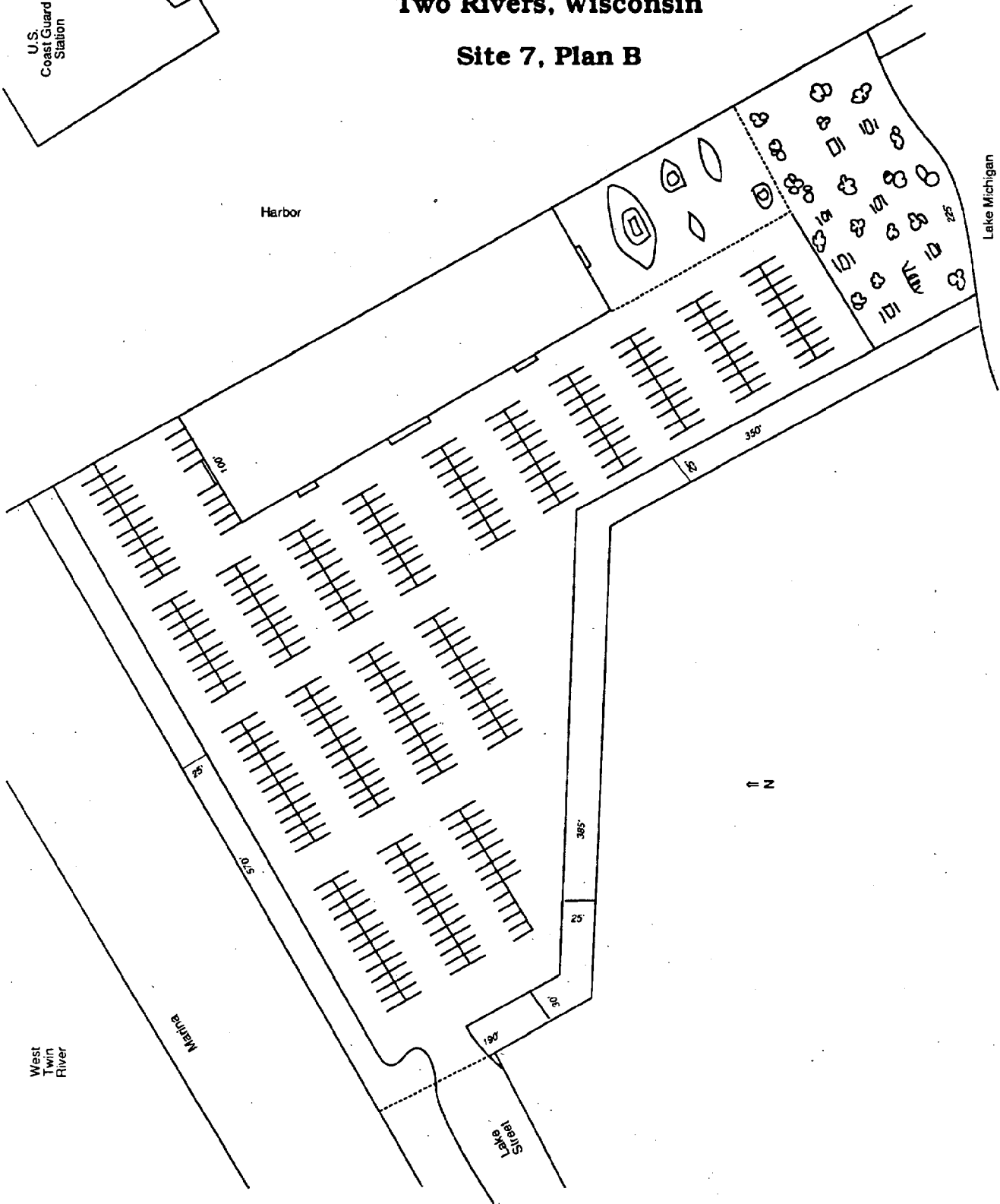
**Alternative Site Plan - Coast Guard Museum  
Two Rivers, Wisconsin**

**Site 7, Plan B**



Harbor

Lake Michigan



West  
Twin  
River

BLVD

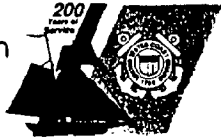
Lake  
Street

N



U.S. Department  
of Transportation

United States  
Coast Guard



Commandant  
United States Coast Guard

Washington, D.C. 20593-0001

Staff Symbol: C-CP/43  
Phone:

202-267-0933

SEP 8 1989

5726.9

Mr. Stephen Nenonen, City Manager  
City Hall  
1717 East Park Street  
P.O. Box 87  
Two Rivers, WI 54241

Dear Mr. Nenonen:

We were pleased to learn about the research Two Rivers is doing concerning the feasibility of opening a Coast Guard Museum. We certainly encourage the preservation of our history and hope your research is successful.

The Coast Guard's only museum in New London, Connecticut houses many artifacts, but we have a number of other artifacts available that may lend themselves to display on long term loan. We are enclosing a list of artifacts currently available for display.

Museums desiring Coast Guard artifacts may request them under a long-term licensing agreement. The agreement allows museums to display Coast Guard artifacts for a period of twenty-five years. At the end of that period the borrower may seek renewal of the license. The historical pieces are loaned to museums at no cost, other than transportation. If, during the agreement period, the Coast Guard needed the artifact back, the holder would be given a five-year advance notification as we appreciate and understand the time and money expended to develop displays for historic artifacts.

We wish you the very best as you embark on this endeavor. Please call us if you have any questions.

Sincerely,

A handwritten signature in dark ink that reads "J. R. Ward". The signature is written in a cursive style with a large, looped "J" and a distinct "W".

J. R. WARD  
Chief, Community Relations Branch  
Public Affairs Staff  
By direction of the Commandant

Enclosure

Attachment 1

Attachment 2. Draft of Letter to be Received from the  
Coast Guard Auxiliary. (Actual letter to be sent under separate cover.)

August 15, 1989

Stephen Nenonen, City Manager  
City Hall  
1717 East Park Street  
P. O. Box 87  
Two Rivers, WI 54241

Dear Mr. Nenonen:

The U.S. Coast Guard Auxiliary is pleased that Two Rivers is interested in telling its story in a new museum. We are willing to help the City in its efforts to open this museum.

Our office would be willing to provide you with technical assistance in the form of providing factual information about displays. As I am in the process of organizing Auxiliary archives, I would be willing to watch for items that would be of interest for your museum. A loan arrangement for borrowing items of interest could be developed.

Unfortunately, the artifacts of the Coast Guard Auxiliary are not organized, and therefore, are not easily accessible. However, it would be possible for the City to obtain artifacts from members and former members of the Auxiliary through articles in the numerous Auxiliary periodicals published. Since members of the Auxiliary own life saving equipment themselves, soliciting artifacts through magazines should be fairly effective.

Once again, let me express my support for the opening of a museum in Two Rivers that will tell the story of the Coast Guard Auxiliary. Best wishes in your endeavor.

Sincerely,

O. W. Martin, Jr., National Historian  
U.S. Coast Guard Auxiliary

**SUMMARY OF  
MUSEUM SURVEY  
MIDWEST MUSEUMS**

**1. Attendance**

What was the annual attendance at your museum for the following years?

Year	Average	Attendance					
		under 1,000	1,000-9,999	10,000-24,999	25,000-49,999	50,000-99,999	100,000 plus
1984	20,910	0	4	3	2	1	0
1985	24,817	0	3	3	2	2	0
1986	31,202	0	3	2	2	3	0
1987	41,685	1	3	2	1	3	1
1988	39,946	0	4	2	1	3	1
First year	28,090	0	1	3	0	0	1

Approximately what percentage of your attendance occurs between June and September? (use an average, or last year's attendance, or a year of what you feel represents usual attendance)

1 0-25 percent    2 26-50 percent    3 51-75 percent    5 76-100 percent

**2. What types of nautical/maritime display(s) does your museum have? (Check all that apply)**

- |                                       |                                 |
|---------------------------------------|---------------------------------|
| <u>6</u> Lighthouses                  | <u>4</u> Freighters             |
| <u>7</u> Shipwrecks                   | <u>3</u> Locks                  |
| <u>2</u> U.S. Navy                    | <u>2</u> Wars/Battles           |
| <u>1</u> U.S. Marines                 | <u>8</u> Passenger Vessels      |
| <u>5</u> U.S. Coast Guard             | <u>3</u> War Vessels            |
| <u>5</u> Ports/harbors                | <u>8</u> Ship models            |
| <u>4</u> Storms/weather               | <u>5</u> Fish                   |
| <u>3</u> Plants/vegetation            | <u>5</u> People                 |
| <u>6</u> Ship building companies      | <u>5</u> Clothing               |
| <u>10</u> Paintings/Photographs       | <u>7</u> Navigation Instruments |
| <u>4</u> Other (please specify _____) |                                 |

Attachment <sup>3</sup>  
Page 1 of 29

3. What percent of the total display area in your museum has a nautical/maritime theme?

0 0-25 percent    0 26-50 percent    2 51-75 percent    9 76-100 percent

4. What are the museum's annual operating costs?

0 under \$1,000    2 \$1,000 to \$9,999    4 \$10,000 to \$49,999    0 \$50,000 to \$99,999  
2 \$100,000 to \$249,999    1 \$250,000 plus    \$107,613 Average costs

What are the categories of costs and approximately how much is spent on each category annually?

<u>Category</u>	<u>Average Costs</u>
Electricity	\$10,422
Maintenance	\$11,832
Heat	\$ 8,325
Wages	\$89,223
Advertising	\$ 4,723
Other (specify _____)	\$13,000

5. How much do you charge for admission?

<u>Age Group</u>		<u>Admission Charge</u>					<u>Average</u>
		<u>Free</u>	<u>under \$1.00</u>	<u>\$1.00-\$2.99</u>	<u>\$3.00-\$4.99</u>	<u>\$5.00-\$7.49</u>	
Adults	4	0	4	2	1	0	\$2.50
Children	5	4	2	0	0	0	\$0.96
Seniors	5	1	3	1	1	0	\$2.32

6. Are there off-season versus peak season admission rates?

0 Yes    10 No

7. Are there member versus non-member admission rates?

5 Yes    5 No  
5 Members Free    0 Other

8. Approximately what percentage of your visitors come from what distance?

33 percent Near (0-20 miles)    37 percent Medium (21-100 miles)  
30 percent Far (over 100 miles)

Attachment 3  
Page 2 of 25

9. Approximately what percentage of your visitors are in what age group?

<u>Age Group</u>	<u>Percentage</u>
0-12 years	<u>24</u>
13-62 years	<u>60</u>
over 62 years	<u>16</u>

10. How large is the site on which the museum sits?

2 under 1 acre 5 1-9 acres 1 10-49 acres 0 50-99 acres  
0 over 100 acres Average site size = 4.1 acres

Is there room for expansion at the present site? 9 Yes 1 No  
 Do you want or need to expand? 6 Yes 5 No

11. How many on-site parking spaces serve the museum?

4 0-25 spaces 7 26-100 spaces 0 over 100 spaces  
 Average number of on-site parking spaces = 47

12. How many off-site parking spaces serve the museum?

8 0-25 spaces 1 26-100 spaces 1 over 100 spaces  
 Average number of off-site parking spaces = 93

13. How large is the museum, in square feet?

6 under 5,000 square feet 1 5,000-9,999 square feet  
3 10,000-24,999 square feet 0 25,000-49,999 square feet  
0 50,000-74,999 square feet 0 75,000 plus square feet  
 Average size in square feet = 7,087

14. What percentage of the area of the museum is display area?

What percentage of the area of the museum is for storage?

What percentage of the area of the museum is a gift shop?

What percentage of the area of the museum is offices?

What percentage of the area of the museum is other areas?

<u>Area</u>	<u>Percentage of Museum Area</u>				<u>Average</u>
	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>	
Display	0	4	2	5	70.5%
Storage	9	2	0	0	11.4%
Gift Shop	11	0	0	0	3.4%
Offices	11	0	0	0	6.6%
Other	8	3	0	0	14.5%

Attachment 3  
 Page 3 of 26

15. How far is the museum from a State or Federally numbered highway?

4 located on such a highway 7 not on such a highway  
Miles from highway: 2 under 1 mile 3 1-4 miles 1 5-9 miles  
0 10-19 miles 1 20 miles and over

16. How would you describe the area in which the museum is located?  
(Choose the one that best applies)

1 Residential  
0 Commercial  
1 Industrial  
0 Agricultural  
5 Parks  
1 Governmental  
0 Military  
1 Downtown  
2 Port Area

17. Under what type of ownership is the museum held ? (Choose one)

5 Government  
6 Not for profit  
0 For profit  
0 Other (explain \_\_\_\_\_)

18. How would you describe the governing body of the museum? (Choose one)

1 Individual  
2 Private Corporation  
5 Board of Directors  
0 Civic Organization  
0 Military Body  
3 Governmental Agency  
0 Other (explain \_\_\_\_\_)

19. How many staff people does the museum have?

Type	Number of Employees					Average
	0-10	11-25	26-50	51-100	100+	
Permanent	8	3	0	0	0	6
Seasonal	8	1	2	0	0	13
Volunteers	4	4	1	2	0	36

Attachment 3  
Page 4 of 25

20. How are the museum displays presented to the public?

9 guided tours      2 self-guided tours  
0 other (please specify \_\_\_\_\_)

21. What was the original purpose of the building in which the museum is housed? (Choose the one that best applies)

4 Museum  
3 Governmental  
0 Commercial  
1 Warehouse  
1 Industrial  
0 Residential  
0 Military  
0 Religious  
2 Other (please specify \_\_\_\_\_)

22. What year did the museum open?

0 Before 1900   0 1900-1930   1 1931-1950   1 1951-1960   3 1961-1970  
5 1971-1980   1 1981-present

23. What type of advertising has the museum done and what type is the most effective? (Check all that apply) How much was spent on these types of advertising last year?

Advertising Type	Use	Do Not Use	Cost of Advertising				
			Free	\$\$.01-\$1,000-\$999	\$1,000-\$9,999	\$10,000-\$49,999	\$50,000 +
Television	3	8	2	0	0	0	0
Radio	6	5	3	1	1	0	0
Newspaper	7	4	4	1	2	0	0
Magazine	7	4	5	0	2	0	0
Local Brochure	9	2	1	6	0	1	0
Other							

24. Do you hold a festival or other annual event? 6 Yes   5 No

25. Do you receive donations from any foundations or organizations?  
7 Yes   4 No

26. If you could add an element to the museum, what would it be?  
1 Parking   0 Climate Control/HVAC   0 Handicap Accessibility  
0 Storage   0 Children's Programs   0 More Endowments  
1 More Buildings   0 Exhibit Space   1 Lecture Hall  
0 Benches   0 Intercom   0 Restroom   2 Specific Exhibit  
1 Other Additions

**SUMMARY OF  
MUSEUM SURVEY  
MEDIUM ATTENDANCE**

(Over 2,000 but under 150,000 in 1988 attendance)

**1. Attendance**

What was the annual attendance at your museum for the following years?

Year	Average	Attendance					
		under 1,000	1,000- 9,999	10,000- 24,999	25,000- 49,999	50,000 99,999	100,000 plus
1984	39,702	0	9	5	8	12	1
1985	42,075	0	7	7	7	14	1
1986	41,219	0	9	7	9	14	1
1987	43,573	0	10	6	8	15	2
1988	46,863	0	5	12	7	16	3
First year	37,714	1	7	5	1	2	3

Approximately what percentage of your attendance occurs between June and September? (use an average, or last year's attendance, or a year of what you feel represents usual attendance)

2 0-25 percent    12 26-50 percent    10 51-75 percent    14 76-100 percent

**2. What types of nautical/maritime display(s) does your museum have?  
(Check all that apply)**

<u>18</u> Lighthouses	<u>10</u> Freighters
<u>16</u> Shipwrecks	<u>6</u> Locks
<u>18</u> U.S. Navy	<u>19</u> Wars/Battles
<u>10</u> U.S. Marines	<u>17</u> Passenger Vessels
<u>19</u> U.S. Coast Guard	<u>20</u> War Vessels
<u>19</u> Ports/harbors	<u>32</u> Ship models
<u>12</u> Storms/weather	<u>13</u> Fish
<u>6</u> Plants/vegetation	<u>22</u> People
<u>15</u> Ship building companies	<u>21</u> Clothing
<u>37</u> Paintings/Photographs	<u>24</u> Navigation Instruments
<u>15</u> Other (please specify _____)	

Attachment 3  
Page 6 of 25



3. What percent of the total display area in your museum has a nautical/maritime theme?

1 0-25 percent    6 26-50 percent    8 51-75 percent    28 76-100 percent

4. What are the museum's annual operating costs?

0 under \$1,000    4 \$1,000 to \$9,999    5 \$10,000 to \$49,999    1 \$50,000 to \$99,999  
6 \$100,000 to \$249,999    15 \$250,000 plus    \$523,496 Average costs

What are the categories of costs and approximately how much is spent on each category annually?

<u>Category</u>	<u>Average Costs</u>
Electricity	\$17,754
Maintenance	\$18,590
Heat	\$14,852
Wages	\$193,613
Advertising	\$12,694
Other (specify _____)	\$101,168

5. How much do you charge for admission?

<u>Age Group</u>	<u>Free</u>	<u>Admission Charge</u>					<u>Average</u>
		<u>under \$1.00</u>	<u>\$1.00-\$2.99</u>	<u>\$3.00-\$4.99</u>	<u>\$5.00-\$7.49</u>	<u>\$7.50 &amp; up</u>	
Adults	13	2	18	6	4	0	\$2.41
Children	18	10	14	1	0	0	\$1.17
Seniors	17	4	15	4	3	0	\$2.22

6. Are there off-season versus peak season admission rates?

1 Yes    37 No

7. Are there member versus non-member admission rates?

23 Yes    15 No  
22 Members Free    1 Other

8. Approximately what percentage of your visitors come from what distance?

20 percent Near (0-20 miles)    32 percent Medium (21-100 miles)  
48 percent Far (over 100 miles)

Attachment 3  
Page 7 of 25

9. Approximately what percentage of your visitors are in what age group?

<u>Age Group</u>	<u>Percentage</u>
0-12 years	<u>18</u>
13-62 years	<u>62</u>
over 62 years	<u>20</u>

10. How large is the site on which the museum sits?

13 under 1 acre 17 1-9 acres 5 10-49 acres 0 50-99 acres  
2 over 100 acres Average site size = 32.8 acres

Is there room for expansion at the present site? 27 Yes 15 No  
 Do you want or need to expand? 32 Yes 9 No

11. How many on-site parking spaces serve the museum?

19 0-25 spaces 17 26-100 spaces 4 over 100 spaces  
 Average number of on-site parking spaces = 59

12. How many off-site parking spaces serve the museum?

24 0-25 spaces 8 26-100 spaces 5 over 100 spaces  
 Average number of off-site parking spaces = 130

13. How large is the museum, in square feet?

12 under 5,000 square feet 6 5,000-9,999 square feet  
9 10,000-24,999 square feet 4 25,000-49,999 square feet  
1 50,000-74,999 square feet 2 75,000 plus square feet  
 Average size in square feet = 17,613

14. What percentage of the area of the museum is display area?

What percentage of the area of the museum is for storage?

What percentage of the area of the museum is a gift shop?

What percentage of the area of the museum is offices?

What percentage of the area of the museum is other areas?

<u>Area</u>	<u>Percentage of Museum Area</u>				<u>Average</u>
	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>	
Display	<u>1</u>	<u>8</u>	<u>16</u>	<u>15</u>	<u>68.0%</u>
Storage	<u>34</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>13.1%</u>
Gift Shop	<u>39</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>4.2%</u>
Offices	<u>38</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>8.6%</u>
Other	<u>37</u>	<u>2</u>	<u>1</u>	<u>0</u>	<u>12.4%</u>

Attachment 3  
 Page 2 of 25

15. How far is the museum from a State or Federally numbered highway?

15 located on such a highway 26 not on such a highway  
Miles from highway: 7 under 1 mile 13 1-4 miles 3 5-9 miles  
2 10-19 miles 1 20 miles and over

16. How would you describe the area in which the museum is located?  
(Choose the one that best applies)

3 Residential  
2 Commercial  
2 Industrial  
2 Agricultural  
10 Parks  
1 Governmental  
6 Military  
7 Downtown  
10 Port Area

17. Under what type of ownership is the museum held ? (Choose one)

19 Government  
23 Not for profit  
1 For profit  
0 Other (explain \_\_\_\_\_)

18. How would you describe the governing body of the museum? (Choose one)

1 Individual  
5 Private Corporation  
22 Board of Directors  
0 Civic Organization  
5 Military Body  
10 Governmental Agency  
0 Other (explain \_\_\_\_\_)

19. How many staff people does the museum have?

Type	Number of Employees					Average
	0-10	11-25	26-50	51-100	100+	
Permanent	31	9	2	1	0	11
Seasonal	38	3	2	0	0	7
Volunteers	15	10	6	5	4	45

20. How are the museum displays presented to the public?

15 guided tours      27 self-guided tours  
1 other (please specify \_\_\_\_\_)

21. What was the original purpose of the building in which the museum is housed? (Choose the one that best applies)

13 Museum  
3 Governmental  
3 Commercial  
2 Warehouse  
2 Industrial  
2 Residential  
6 Military  
0 Religious  
11 Other (please specify \_\_\_\_\_)

22. What year did the museum open?

1 Before 1900   1 1900-1930   3 1931-1950   4 1951-1960   14 1961-1970  
18 1971-1980   2 1981-present

23. What type of advertising has the museum done and what type is the most effective? (Check all that apply) How much was spent on these types of advertising last year?

Advertising Type	Use	Do Not Use	Cost of Advertising				
			Free	\$\$.01-\$1,000-\$999	\$1,000-\$9,999	\$10,000-\$49,999	\$50,000+
Television	10	31	8	0	1	0	0
Radio	19	22	11	2	4	0	0
Newspaper	25	16	13	3	7	1	0
Magazine	21	20	12	0	8	1	0
Local Brochure	35	6	7	9	14	3	0
Other							

24. Do you hold a festival or other annual event? 23 Yes   19 No

25. Do you receive donations from any foundations or organizations?  
28 Yes   15 No

26. If you could add an element to the museum, what would it be?

2 Parking   2 Climate Control/HVAC   1 Handicap Accessibility  
2 Storage   1 Children's Programs   3 More Endowments  
4 More Buildings   9 Exhibit Space   5 Lecture Hall  
0 Benches   0 Intercom   2 Restroom   6 Specific Exhibit  
2 Other Additions

Attachment?  
Page 15 of 22

**SUMMARY OF  
MUSEUM SURVEY  
COAST GUARD DISPLAYS**

1. Attendance

What was the annual attendance at your museum for the following years?

Year	Average	Attendance					
		under 1,000	1,000- 9,999	10,000- 24,999	25,000- 49,999	50,000 99,999	100,000 plus
1984	276,645	0	5	2	1	7	4
1985	268,704	0	4	2	2	7	5
1986	243,163	0	6	3	3	6	6
1987	262,370	0	6	3	2	6	7
1988	268,231	0	3	6	2	7	7
First year	53,598	1	5	4	1	0	3

Approximately what percentage of your attendance occurs between June and September? (use an average, or last year's attendance, or a year of what you feel represents usual attendance)

0 0-25 percent    9 26-50 percent    6 51-75 percent    8 76-100 percent

2. What types of nautical/maritime display(s) does your museum have?  
(Check all that apply)

<u>16</u> Lighthouses	<u>7</u> Freighters
<u>13</u> Shipwrecks	<u>3</u> Locks
<u>13</u> U.S. Navy	<u>14</u> Wars/Battles
<u>7</u> U.S. Marines	<u>11</u> Passenger Vessels
<u>27</u> U.S. Coast Guard	<u>15</u> War Vessels
<u>13</u> Ports/harbors	<u>24</u> Ship models
<u>13</u> Storms/weather	<u>12</u> Fish
<u>7</u> Plants/vegetation	<u>17</u> People
<u>9</u> Ship building companies	<u>13</u> Clothing
<u>24</u> Paintings/Photographs	<u>20</u> Navigation Instruments
<u>7</u> Other (please specify _____)	

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3. What percent of the total display area in your museum has a nautical/maritime theme?

2 0-25 percent    5 26-50 percent    3 51-75 percent    17 76-100 percent

4. What are the museum's annual operating costs?

0 under \$1,000    2 \$1,000 to \$9,999    5 \$10,000 to \$49,999    1 \$50,000 to \$99,999  
3 \$100,000 to \$249,999    9 \$250,000 plus    \$1,668,023 Average costs

What are the categories of costs and approximately how much is spent on each category annually?

<u>Category</u>	<u>Average Costs</u>
Electricity	\$ 6,702
Maintenance	\$ 8,421
Heat	\$ 2,566
Wages	\$123,208
Advertising	\$ 4,639
Other (specify _____)	\$41,970

5. How much do you charge for admission?

<u>Age Group</u>	<u>Free</u>	<u>Admission Charge</u>					<u>Average</u>
		<u>under \$1.00</u>	<u>\$1.00-\$2.99</u>	<u>\$3.00-\$4.99</u>	<u>\$5.00-\$7.49</u>	<u>\$7.50 &amp; up</u>	
Adults	12	1	8	4	2	0	\$2.43
Children	15	4	8	0	0	0	\$1.29
Seniors	13	2	9	2	1	0	\$2.20

6. Are there off-season versus peak season admission rates?

0 Yes    22 No

7. Are there member versus non-member admission rates?

12 Yes    11 No  
11 Members Free    1 Other

8. Approximately what percentage of your visitors come from what distance?

20 percent Near (0-20 miles)    33 percent Medium (21-100 miles)  
47 percent Far (over 100 miles)

Attachment 3  
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9. Approximately what percentage of your visitors are in what age group?

<u>Age Group</u>	<u>Percentage</u>
0-12 years	<u>18</u>
13-62 years	<u>65</u>
over 62 years	<u>17</u>

10. How large is the site on which the museum sits?

7 under 1 acre 10 1-9 acres 2 10-49 acres 1 50-99 acres  
3 over 100 acres Average site size = 78.3 acres

Is there room for expansion at the present site? 16 Yes 10 No  
 Do you want or need to expand? 16 Yes 9 No

11. How many on-site parking spaces serve the museum?

6 0-25 spaces 13 26-100 spaces 5 over 100 spaces  
 Average number of on-site parking spaces = 137

12. How many off-site parking spaces serve the museum?

15 0-25 spaces 5 26-100 spaces 2 over 100 spaces  
 Average number of off-site parking spaces = 98

13. How large is the museum, in square feet?

8 under 5,000 square feet 3 5,000-9,999 square feet  
4 10,000-24,999 square feet 2 25,000-49,999 square feet  
0 50,000-74,999 square feet 3 75,000 plus square feet  
 Average size in square feet = 5,279

14. What percentage of the area of the museum is display area?

What percentage of the area of the museum is for storage?

What percentage of the area of the museum is a gift shop?

What percentage of the area of the museum is offices?

What percentage of the area of the museum is other areas?

<u>Area</u>	<u>Percentage of Museum Area</u>				<u>Average</u>
	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>	
Display	<u>1</u>	<u>7</u>	<u>7</u>	<u>11</u>	<u>69.1%</u>
Storage	<u>26</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>9.5%</u>
Gift Shop	<u>26</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3.6%</u>
Offices	<u>24</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6.6%</u>
Other	<u>21</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>16.2%</u>

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15. How far is the museum from a State or Federally numbered highway?

10 located on such a highway 17 not on such a highway  
Miles from highway: 5 under 1 mile 10 1-4 miles 1 5-9 miles  
1 10-19 miles 0 20 miles and over

16. How would you describe the area in which the museum is located?  
(Choose the one that best applies)

2 Residential  
0 Commercial  
1 Industrial  
1 Agricultural  
6 Parks  
3 Governmental  
2 Military  
5 Downtown  
7 Port Area

17. Under what type of ownership is the museum held ? (Choose one)

12 Government  
14 Not for profit  
1 For profit  
0 Other (explain \_\_\_\_\_)

18. How would you describe the governing body of the museum? (Choose one)

1 Individual  
4 Private Corporation  
11 Board of Directors  
0 Civic Organization  
2 Military Body  
9 Governmental Agency  
0 Other (explain \_\_\_\_\_)

19. How many staff people does the museum have?

	Number of Employees					
Type	0-10	11-25	26-50	51-100	100+	Average
Permanent	19	5	2	0	1	32
Seasonal	22	4	0	0	1	13
Volunteers	9	6	8	1	1	31

Attachment 3  
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20. How are the museum displays presented to the public?

11 guided tours 16 self-guided tours  
0 other (please specify \_\_\_\_\_)

21. What was the original purpose of the building in which the museum is housed? (Choose the one that best applies)

10 Museum  
2 Governmental  
0 Commercial  
1 Warehouse  
2 Industrial  
2 Residential  
2 Military  
0 Religious  
7 Other (please specify \_\_\_\_\_)

22. What year did the museum open?

0 Before 1900 1 1900-1930 1 1931-1950 3 1951-1960 9 1961-1970  
10 1971-1980 3 1981-present

23. What type of advertising has the museum done and what type is the most effective? (Check all that apply) How much was spent on these types of advertising last year?

Advertising Type	Use	Do Not Use	Cost of Advertising				
			Free	\$0.01-\$1,000- \$999	\$1,000-\$9,999	\$10,000-\$49,999	\$50,000 +
Television	10	16	7	0	1	0	1
Radio	14	12	8	1	2	0	1
Newspaper	18	8	10	2	3	0	1
Magazine	16	10	11	0	3	0	1
Local Brochure	23	3	5	8	6	0	1
Other							

24. Do you hold a festival or other annual event? 16 Yes 10 No

25. Do you receive donations from any foundations or organizations?  
16 Yes 11 No

26. If you could add an element to the museum, what would it be?  
0 Parking 0 Climate Control/HVAC 1 Handicap Accessibility  
2 Storage 1 Children's Programs 3 More Endowments  
2 More Buildings 6 Exhibit Space 1 Lecture Hall  
0 Benches 0 Intercom 1 Restroom 3 Specific Exhibit  
2 Other Additions

Attachment 3  
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**SUMMARY OF  
MUSEUM SURVEY  
NAUTICAL THEME**

**1. Attendance**

What was the annual attendance at your museum for the following years?

Year	Average	Attendance					
		under 1,000	1,000- 9,999	10,000- 24,999	25,000- 49,999	50,000 99,999	100,000 plus
1984	122,825	0	8	5	5	7	8
1985	117,756	0	6	7	6	7	9
1986	127,272	0	5	7	7	8	10
1987	136,218	1	7	5	7	8	11
1988	140,348	1	4	9	6	8	13
First year	117,053	0	5	5	2	1	7

Approximately what percentage of your attendance occurs between June and September? (use an average, or last year's attendance, or a year of what you feel represents usual attendance)

1 0-25 percent    16 26-50 percent    11 51-75 percent    10 76-100 percent

**2. What types of nautical/maritime display(s) does your museum have?  
(Check all that apply)**

<u>17</u> Lighthouses	<u>12</u> Freighters
<u>16</u> Shipwrecks	<u>5</u> Locks
<u>23</u> U.S. Navy	<u>24</u> Wars/Battles
<u>15</u> U.S. Marines	<u>17</u> Passenger Vessels
<u>17</u> U.S. Coast Guard	<u>26</u> War Vessels
<u>17</u> Ports/harbors	<u>42</u> Ship models
<u>9</u> Storms/weather	<u>10</u> Fish
<u>7</u> Plants/vegetation	<u>22</u> People
<u>20</u> Ship building companies	<u>26</u> Clothing
<u>43</u> Paintings/Photographs	<u>30</u> Navigation Instruments
<u>14</u> Other (please specify _____)	

Attachment 3  
Page 16 of 25

3. What percent of the total display area in your museum has a nautical/maritime theme?

0 0-25 percent    0 26-50 percent    0 51-75 percent    48 76-100 percent

4. What are the museum's annual operating costs?

0 under \$1,000    2 \$1,000 to \$9,999    5 \$10,000 to \$49,999    2 \$50,000 to \$99,999  
5 \$100,000 to \$249,999    18 \$250,000 plus    \$577,611 Average costs

What are the categories of costs and approximately how much is spent on each category annually?

<u>Category</u>	<u>Average Costs</u>
Electricity	\$15,629
Maintenance	\$16,446
Heat	\$11,367
Wages	\$168,064
Advertising	\$10,441
Other (specify _____)	\$86,669

5. How much do you charge for admission?

Age Group	Free	Admission Charge					Average
		under \$1.00	\$1.00-\$2.99	\$3.00-\$4.99	\$5.00-\$7.49	\$7.50 & up	
Adults	17	0	16	8	5	2	\$3.47
Children	20	10	14	2	1	1	\$1.80
Seniors	20	3	13	7	3	2	\$3.38

6. Are there off-season versus peak season admission rates?

2 Yes    37 No

7. Are there member versus non-member admission rates?

23 Yes    17 No  
21 Members Free    2 Other

8. Approximately what percentage of your visitors come from what distance?

25 percent Near (0-20 miles)    32 percent Medium (21-100 miles)  
43 percent Far (over 100 miles)

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9. Approximately what percentage of your visitors are in what age group?

<u>Age Group</u>	<u>Percentage</u>
0-12 years	<u>19</u>
13-62 years	<u>63</u>
over 62 years	<u>18</u>

10. How large is the site on which the museum sits?

9 under 1 acre 16 1-9 acres 8 10-49 acres 0 50-99 acres  
2 over 100 acres Average site size = 21 acres

Is there room for expansion at the present site? 29 Yes 13 No  
 Do you want or need to expand? 34 Yes 8 No

11. How many on-site parking spaces serve the museum?

17 0-25 spaces 16 26-100 spaces 9 over 100 spaces  
 Average number of on-site parking spaces = 125

12. How many off-site parking spaces serve the museum?

26 0-25 spaces 8 26-100 spaces 5 over 100 spaces  
 Average number of off-site parking spaces = 129

13. How large is the museum, in square feet?

11 under 5,000 square feet 5 5,000-9,999 square feet  
12 10,000-24,999 square feet 2 25,000-49,999 square feet  
1 50,000-74,999 square feet 5 75,000 plus square feet  
 Average size in square feet = 26,796

14. What percentage of the area of the museum is display area?

What percentage of the area of the museum is for storage?

What percentage of the area of the museum is a gift shop?

What percentage of the area of the museum is offices?

What percentage of the area of the museum is other areas?

<u>Area</u>	<u>Percentage of Museum Area</u>				<u>Average</u>
	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>	
Display	2	14	15	11	60.8%
Storage	35	7	0	0	14.4%
Gift Shop	40	1	0	0	4.5%
Offices	39	1	0	0	9.6%
Other	32	7	2	0	19.4%

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15. How far is the museum from a State or Federally numbered highway?

16 located on such a highway 30 not on such a highway  
Miles from highway: 7 under 1 mile 19 1-4 miles 4 5-9 miles  
0 10-19 miles 0 20 miles and over

16. How would you describe the area in which the museum is located?  
(Choose the one that best applies)

5 Residential  
2 Commercial  
2 Industrial  
0 Agricultural  
8 Parks  
4 Governmental  
8 Military  
5 Downtown  
14 Port Area

17. Under what type of ownership is the museum held ? (Choose one)

21 Government  
26 Not for profit  
1 For profit  
0 Other (explain \_\_\_\_\_)

18. How would you describe the governing body of the museum? (Choose one)

1 Individual  
6 Private Corporation  
22 Board of Directors  
0 Civic Organization  
5 Military Body  
14 Governmental Agency  
0 Other (explain \_\_\_\_\_)

19. How many staff people does the museum have?

Type	Number of Employees					Average
	0-10	11-25	26-50	51-100	100+	
Permanent	30	13	3	0	1	16
Seasonal	41	2	3	0	1	13
Volunteers	24	7	9	5	2	40

20. How are the museum displays presented to the public?

16 guided tours      31 self-guided tours  
1 other (please specify \_\_\_\_\_)

21. What was the original purpose of the building in which the museum is housed? (Choose the one that best applies)

15 Museum  
7 Governmental  
5 Commercial  
2 Warehouse  
2 Industrial  
2 Residential  
7 Military  
0 Religious  
6 Other (please specify \_\_\_\_\_)

22. What year did the museum open?

0 Before 1900   2 1900-1930   4 1931-1950   6 1951-1960   12 1961-1970  
18 1971-1980   6 1981-present

23. What type of advertising has the museum done and what type is the most effective? (Check all that apply) How much was spent on these types of advertising last year?

Advertising Type	Use	Do Not Use	Cost of Advertising				
			Free	\$ .01-\$1,000- \$999	\$1,000-\$10,000- \$9,999	\$10,000-\$50,000- \$49,999	\$50,000 +
Television	12	33	8	0	1	0	0
Radio	17	28	8	2	4	0	0
Newspaper	24	21	11	2	8	0	0
Magazine	26	19	12	1	8	1	0
Local Brochure	37	8	7	10	14	2	0
Other							

24. Do you hold a festival or other annual event? 23 Yes   23 No

25. Do you receive donations from any foundations or organizations?  
33 Yes   15 No

26. If you could add an element to the museum, what would it be?

3 Parking   2 Climate Control/HVAC   1 Handicap Accessibility  
3 Storage   2 Children's Programs   3 More Endowments  
6 More Buildings   8 Exhibit Space   4 Lecture Hall  
1 Benches   1 Intercom   1 Restroom   6 Specific Exhibit  
4 Other Additions

Attachment 3  
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# SUMMARY OF MUSEUM SURVEY

## ADMISSION CHARGE AND UNDER 150,000 IN 1988 ATTENDANCE

### 1. Attendance

What was the annual attendance at your museum for the following years?

Year	Average	Attendance					
		under 1,000	1,000- 9,999	10,000- 24,999	25,000- 49,999	50,000 99,999	100,000 plus
1984	35,655	2	8	4	5	9	1
1985	39,305	1	7	5	5	9	1
1986	38,916	1	8	5	6	9	1
1987	37,102	3	9	4	6	10	1
1988	40,307	3	6	8	5	10	2
First year	39,152	2	4	4	1	2	2

Approximately what percentage of your attendance occurs between June and September? (use an average, or last year's attendance, or a year of what you feel represents usual attendance)

2 0-25 percent    9 26-50 percent    7 51-75 percent    12 76-100 percent

### 2. What types of nautical/maritime display(s) does your museum have? (Check all that apply)

<u>13</u> Lighthouses	<u>9</u> Freighters
<u>12</u> Shipwrecks	<u>4</u> Locks
<u>12</u> U.S. Navy	<u>11</u> Wars/Battles
<u>8</u> U.S. Marines	<u>18</u> Passenger Vessels
<u>13</u> U.S. Coast Guard	<u>17</u> War Vessels
<u>18</u> Ports/harbors	<u>30</u> Ship models
<u>10</u> Storms/weather	<u>10</u> Fish
<u>4</u> Plants/vegetation	<u>19</u> People
<u>17</u> Ship building companies	<u>17</u> Clothing
<u>35</u> Paintings/Photographs	<u>25</u> Navigation Instruments
<u>13</u> Other (please specify _____)	

3. What percent of the total display area in your museum has a nautical/maritime theme?

2 0-25 percent    6 26-50 percent    5 51-75 percent    26 76-100 percent

4. What are the museum's annual operating costs?

0 under \$1,000    4 \$1,000 to \$9,999    6 \$10,000 to \$49,999    2 \$50,000 to \$99,999  
3 \$100,000 to \$249,999    14 \$250,000 plus    \$488,551 Average costs

What are the categories of costs and approximately how much is spent on each category annually?

<u>Category</u>	<u>Average Costs</u>
Electricity	\$15,869
Maintenance	\$16,842
Heat	\$13,855
Wages	\$172,698
Advertising	\$10,370
Other (specify _____)	\$86,579

5. How much do you charge for admission?

<u>Age Group</u>	<u>Free</u>	<u>Admission Charge</u>					<u>Average</u>
		<u>under \$1.00</u>	<u>\$1.00-\$2.99</u>	<u>\$3.00-\$4.99</u>	<u>\$5.00-\$7.49</u>	<u>\$7.50 &amp; up</u>	
Adults	0	3	24	7	4	1	\$2.65
Children	7	15	15	1	0	1	\$1.35
Seniors	6	5	19	5	3	1	\$2.51

6. Are there off-season versus peak season admission rates?

2 Yes    37 No

7. Are there member versus non-member admission rates?

29 Yes    10 No  
27 Members Free    2 Other

8. Approximately what percentage of your visitors come from what distance?

20 percent Near (0-20 miles)    30 percent Medium (21-100 miles)  
50 percent Far (over 100 miles)

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9. Approximately what percentage of your visitors are in what age group?

<u>Age Group</u>	<u>Percentage</u>
0-12 years	<u>19</u>
13-62 years	<u>58</u>
over 62 years	<u>23</u>

10. How large is the site on which the museum sits?

9 under 1 acre 12 1-9 acres 6 10-49 acres 0 50-99 acres  
3 over 100 acres Average site size = 46 acres

Is there room for expansion at the present site? 26 Yes 10 No  
 Do you want or need to expand? 30 Yes 6 No

11. How many on-site parking spaces serve the museum?

19 0-25 spaces 12 26-100 spaces 3 over 100 spaces  
 Average number of on-site parking spaces = 55

12. How many off-site parking spaces serve the museum?

20 0-25 spaces 8 26-100 spaces 4 over 100 spaces  
 Average number of off-site parking spaces = 118

13. How large is the museum, in square feet?

11 under 5,000 square feet 4 5,000-9,999 square feet  
7 10,000-24,999 square feet 2 25,000-49,999 square feet  
1 50,000-74,999 square feet 2 75,000 plus square feet  
 Average size in square feet = 19,255

14. What percentage of the area of the museum is display area?

What percentage of the area of the museum is for storage?

What percentage of the area of the museum is a gift shop?

What percentage of the area of the museum is offices?

What percentage of the area of the museum is other areas?

<u>Area</u>	<u>Percentage of Museum Area</u>				<u>Average</u>
	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>	
Display	0	9	14	12	68.1%
Storage	31	4	0	0	11.7%
Gift Shop	33	1	0	0	4.0%
Offices	32	1	0	0	7.7%
Other	28	4	2	0	18.9%

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15. How far is the museum from a State or Federally numbered highway?

15 located on such a highway      22 not on such a highway  
Miles from highway: 8 under 1 mile   11 1-4 miles   1 5-9 miles  
                                 2 10-19 miles   0 20 miles and over

16. How would you describe the area in which the museum is located?  
(Choose the one that best applies)

4 Residential  
2 Commercial  
2 Industrial  
2 Agricultural  
6 Parks  
1 Governmental  
1 Military  
10 Downtown  
11 Port Area

17. Under what type of ownership is the museum held ? (Choose one)

11 Government  
27 Not for profit  
1 For profit  
0 Other (explain \_\_\_\_\_)

18. How would you describe the governing body of the museum? (Choose one)

1 Individual  
6 Private Corporation  
25 Board of Directors  
1 Civic Organization  
0 Military Body  
6 Governmental Agency  
0 Other (explain \_\_\_\_\_)

19. How many staff people does the museum have?

Type	Number of Employees					Average
	0-10	11-25	26-50	51-100	100+	
Permanent	27	8	2	1	0	11
Seasonal	34	3	1	0	0	7
Volunteers	16	7	6	5	3	50

20. How are the museum displays presented to the public?

16 guided tours      22 self-guided tours  
1 other (please specify \_\_\_\_\_)

21. What was the original purpose of the building in which the museum is housed? (Choose the one that best applies)

10 Museum  
2 Governmental  
5 Commercial  
2 Warehouse  
1 Industrial  
3 Residential  
6 Military  
0 Religious  
9 Other (please specify \_\_\_\_\_)

22. What year did the museum open?

1 Before 1900   1 1900-1930   3 1931-1950   5 1951-1960   14 1961-1970  
14 1971-1980   1 1981-present

23. What type of advertising has the museum done and what type is the most effective? (Check all that apply) How much was spent on these types of advertising last year?

Advertising Type	Use	Do Not Use	Cost of Advertising				
			Free	\$0.01-\$1,000- \$999	\$1,000-\$10,000- \$9,999	\$10,000-\$49,999	\$50,000 +
Television	8	29	5	0	1	0	0
Radio	18	19	8	2	4	0	0
Newspaper	26	11	11	3	7	1	0
Magazine	20	17	9	0	8	1	0
Local Brochure	34	3	6	7	12	2	0
Other							

24. Do you hold a festival or other annual event? 25 Yes   11 No

25. Do you receive donations from any foundations or organizations?  
25 Yes   14 No

26. If you could add an element to the museum, what would it be?  
3 Parking   2 Climate Control/HVAC   2 Handicap Accessibility  
2 Storage   1 Children's Programs   1 More Endowments  
3 More Buildings   11 Exhibit Space   4 Lecture Hall  
0 Benches   0 Intercom   1 Restroom   5 Specific Exhibit  
1 Other Additions

Attachment 3  
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**Attachment 4**

**An inventory of 447 available artifacts from the U.S. Coast Guard, Division of Community Relations, is on file at the City Manager's office.**

### Specific Displays Listed In Museum Brochure

- "Spruce Goose" built in 1947 and "Queen Mary"
- replica of Pin Oak Steamboat
- historical steamboat pictures
- FDR's Ford and pictures from FDR's and Eleanor's lives
- letters, logs, documents
- Japanese Chi-Ha Tank
- Japanese Dive Bomber
- Japanese Float Plane
- Conning Tower U.S.S. "Pintado"
- Nagasaki-type bomb case
- Admiral Nimitz' barge
- Pacific War history electronic map
- U.S.S. "North Carolina" - engine room built in 1937
- Scrimshaw-decorated whales teeth, carved jagging wheels
- half-scale model of boat, whaleboats, harpoons, 100-foot whaling mural
- humpback whale skeletons
- tools of whaling - spermacetti candles, whale oil lamps, furniture, china, clothing, and dolls
- wooden vessels, preservation shipyard, figurehead collection, whaleships, fishing schooner, passenger steamboat
- "Star of India" - full rigged merchant ship built in 1863
- "Medea" - steam yacht built in 1904
- "Berkeley" ferryboat built in 1898
- U.S.S. "Bowfin" built in 1942
- lighthouse lenses (second order Fresnel), foghorns, ships wheels, flare guns, nautical maps
- slide presentation on Ohio River life
- scale model steamboats, rich and ornate furnishings from steamboat rooms, ship whistles, nautical gear
- steam powered, stern wheeled towboat
- full scale reproduction of a flatboat
- "Gothic Room" - smoking lounge of side wheeler steamboat
- replica of interior of ship's bridge
- early ship-to-shore wireless station and modern operating marine radio
- antique navigational instruments
- ship building tools
- name boards from ships
- topographical model of Great Lakes
- submarine periscope
- "Miss Pepsi" hydroplane
- ship models to one scale, ranging from dugout canoe to sail, steam, and diesel vessels
- lighthouse, second order lens from 1850
- stern from steamboat

- engine room telegraph used from 1906 to 1940
- 19th century whale's tooth pastry crimper
- figureheads, including gilded eagle from 1881
- maritime paintings
- naval heroes and significant naval events - photos
- naval posters
- maritime decorative arts including Liverpool jugs
- small craft collection - sampan, gondola, whale boat, racing yachts
- exhibition on storm of 1913
- 30-foot steel and glass pilot house from bulk freighter "William Clay Ford"
- lighthouse keepers living room and bedroom, Fresnel lens, shipbuilding tools
- sternwheel steamboat built in 1927
- pictures of typical Great Lakes ships of the past and examples of cargoes on such ships
- nautical equipment - ships' whistles, side lights, hardware associated with the rigging
- routine of Coast Guard Station life - photos, drawings
- historic uniforms and pictures of rescues
- Manby mortar (forerunner of Lyle gun)
- Fresnel lens
- photos of modern Coast Guard equipment
- furnishings of crew and captain - Coast Guard Station
- boathouse with two surfboats (1 original from 1880, 1 replica), and a fully equipped beach cart
- lighthouse tower with third order Fresnel lens, marine charts, pictures and paintings of ships, lanterns, ship carpenter's tools, hand made models, half-hulls of lake ships, samples of cargoes
- former pilothouse from Great Lakes carrier "Frontenac"
- two Lyle guns, two large old stocked anchors
- ship's two wheeled emergency steering apparatus
- Marine Corps uniforms, weapons and other military equipment, graphics, documents, and personal papers
- captains' portraits
- costumed deck hands, gamblers, explorers, soldiers
- 30-foot cutaway model of steamer "Dubuque"
- steamboat "William M. Black"
- fishery: twine shed, pound net boat, ice house, dock and herring shed, 38-foot fishing tug "Twilite"
- lanterns, ice sled, steering wheel
- mule drawn canal boat "Josiah White"
- Portsmouth Lightship built in 1915, 101 feet long
- U.S.S. "Arizona"
- 53-foot replica of a 17th century trading vessel
- reconstruction of a 17th century village
- carved sailing ship models, relics of shipwreck
- Confederate ironclad gunboat "Neuse", built in 1862
- mainmast of first U.S.S. "Michigan", commissioned in 1843

- ship models, from sailing skiffs to full-rigged ships; coastal birds, fish and mammal specimens, marine fossils, shell collections, salt water aquariums; decoys
- 35,000 ton battleship "Big Mamie"; World War II attack submarine, U.S.S. "Joseph P. Kennedy, Jr"; the only two World War II PT boats on display; 28-foot model of "Titanic" used in 1953 movie
- Conning Tower and Periscopes of sub U.S.S. "Rashner"; 36-foot U.S. Coast Guard self-righting motor lifeboat; 25-foot U.S. Coast Guard motor surfboat; artifacts from wrecks, such as a copper-clad keel fragment from the British sloop of war "Raccoon" from an 1814 wreck
- propeller, pictures of large passenger liners; 128-foot lightship "Columbia", commissioned in 1951
- plans, photographs, and records of large shipyard
- ebony octant and case from 1855, copper engraved map

DATE DUE			
GAYLORD No. 2333			PRINTED IN U.S.A.

